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CORRELATES OF LEADERSHIP ATTRACTEDNESS AMONG  
INSTRUMENTAL AND EXPRESSIVE VOLUNTARY  
SERVICE ORGANIZATIONS IN FALL  
RIVER AND MEADE COUNTIES  
OF SOUTH DAKOTA

BY

WILLIAM WAKEFIELD

A thesis submitted  
in partial fulfillment of the requirements for the  
degree Doctor of Philosophy, Major in  
Sociology, South Dakota  
State University

1976

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CORRELATES OF LEADERSHIP ATTRACTEDNESS AMONG INSTRUMENTAL  
AND EXPRESSIVE VOLUNTARY SERVICE ORGANIZATIONS  
IN FALL RIVER AND MEADE COUNTIES OF  
SOUTH DAKOTA

Abstract

BILL WAKEFIELD

Under the supervision of Dr. Robert T. Wagner

A study of the voluntary service organizations in Fall River and Meade counties of South Dakota was conducted during 1975 to determine:

1. The various voluntary associations in Fall River and Meade counties and their functions.
2. The leaders of the various voluntary associations in these two counties, their socioeconomic characteristics, and their attractedness to these organizations.
3. Whether those leaders who are characterized as either instrumental or expressive members have joined voluntary associations because of the association's perceived instrumental or expressive orientation, or because of some other not so apparent reasons.

The respective leader of the voluntary associations is the unit of analysis. Selected data were collected by a team of interviewers using a schedule composed for the purpose. The extent of participation in voluntary associations by the leaders and attitudes towards collective involvement were identified and classified as either very high, high, moderate, or low.

Analysis of extent of participation in voluntary service organizations in Fall River and Meade counties showed:

1. There is a high degree of commitment and involvement in voluntary associations in the counties specified.

2. Participation and attractedness among leaders of these organizations is highest among those more highly educated males possessing an instrumental orientation towards collective involvement, who participate very actively in many community organizations, and who perceive a proportionate level of rewards for the amount of effort exacted by the organization.

Robert L. Lyman 2-2-78  
Director

James D. Patterson 2-2-78  
Director



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INSTRUMENTAL AND EXPRESSIVE VOLUNTARY  
SERVICE ORGANIZATIONS IN FALL  
RIVER AND MEADE COUNTIES  
OF SOUTH DAKOTA

This thesis is approved as a creditable and independent investigation by a candidate for the degree, Doctor of Philosophy, and is acceptable for meeting the thesis requirements for this degree. Acceptance of this thesis does not imply that the conclusions reached by the candidate are necessarily the conclusions of the major department.

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## ACKNOWLEDGMENTS

My sincere appreciation is extended to the many individuals who have contributed to this dissertation and my educational experiences at South Dakota State University. I am most grateful to Dr. Robert T. Wagner, my major thesis adviser, for his patience and advice throughout the preparation of the study. My gratitude is also extended to Drs. James Satterlee (Chairman of the Sociology Department), Robert Dimit, Marvin Riley, Duane Everett, Les Foreman, and Paul Turnquist who have served on my program of studies committee.

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WW

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## CHAPTER I

### INTRODUCTION

#### Introduction

Historically, voluntary associations have played an important role in social systems. A plethora of such groups have appeared in our society with numerous and diverse memberships.<sup>1</sup> Research has demonstrated that these associations serve to provide a setting in which members can carry out expressive activities, function as implements to serve special personal interests, and even provide a form of affectual support for the individual. In addition, voluntary associations are integral parts of the normative order (recognizing, of course, that some associations are formed in order to initiate change), help to distribute power at the local level, function as service centers, and reinforce important values.<sup>2</sup>

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<sup>1</sup>Harold L. Wilensky, "Life Cycle, Work Situation, and Participation in Formal Associations," Robert W. Kleemeier ed., Aging and Leisure (New York: Oxford University Press, 1961), p. 215.

<sup>2</sup>Paul Hatt and Albert Reiss, Reader in Urban Society (Glencoe, Ill.: The Free Press, 1951); Arnold M. Rose, Theory and Method in the Social Sciences (Minneapolis, Minn.: University of Minnesota Press, 1954), pp. 50-70; M. Axlerod, "Urban Structure and Social Participation," American Sociological Review (Vol. 21, 1956), pp. 13-18; Herbert Macoby, "The Differential Political Activity of Participation in a Voluntary Association," American Sociological Review (Vol. 23, October, 1958), pp. 524-532; Arnold M. Rose, "Alienation and Participation: A Comparison of Group Leaders and the Mass," American Sociological Review (Vol. 27, December, 1962), pp. 834-838; and N. Babchuk and J. Edwards, "Voluntary Associations and the Integration Hypothesis," Sociological Inquiry (Vol. 35, Spring, 1965), pp. 149-162.



Recent sociological research has indicated that there are individuals who exercise social power within a community to influence the direction of social change.<sup>3</sup> Additional research has been conducted examining the relationships between individuals and their associations.<sup>4</sup> A third focus has been the interorganizational relationships within a common network of organizations.<sup>5</sup> This type of research has been of considerable value in that it has served to demonstrate the linkages which exist between community power actors, community organizations, and interorganizational relations.

As a consequence, a current area of interest is concerned with examining rural community leaders and power structures as a prerequisite to formulating a model for effective rural community development. One author has suggested that this type of research is sorely needed if the results of agricultural research are to be expediently

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<sup>3</sup>Ronald Powers, Identifying the Community Power Structure (Ames, Ia.: Iowa State University, Cooperative Extension Service, Ext. Pub. 19, November, 1965).

<sup>4</sup>Charles Perrow, "Organizational Prestige: Some Functions and Dysfunctions," American Journal of Sociology (Vol. 66, January, 1961), pp. 335-341; Jerald Hage and Thomasina Smith, Organizational Prestige: Measurement and Problems (University of Wisconsin, Department of Sociology, Madison, Wisc., unpublished manuscript, 1964); and Ruth Young and Olaf Larson, "The Contribution of Voluntary Associations to Community Structures," American Journal of Sociology (Vol. 71, September, 1965), pp. 178-186.

<sup>5</sup>Gerald Klonglan, Steven Paulsen and David Rogers, "Measurement of Interorganizational Relations: A Deterministic Model" (paper presented at the 1972 annual meetings of the American Sociological Association, New Orleans: Department of Sociology and Anthropology, Iowa State University: Ames, Ia., 1972). Mimeographed.

transferred to the local community decision-makers as part of a total extension program.<sup>6</sup> In another article, Paulson<sup>7</sup> calls for more research efforts directed at developing a theory of community decision making and local power structures.

The literature indicates that more research is needed in order to better understand how the various extension strategies in rural development programs might be improved. An arena for this research would include identifying the instrumental and expressive volunteer associations and their roles as agents of change. Consequently, this research is concerned with providing data which will assist rural development specialists comprehend a reliable model of voluntary association participation in two rural counties, with special emphasis on the Extension strategy of South Dakota.

#### Statement of the Problem

Previous research on voluntary associations has been along instrumental-expressive lines (or a comparable designation) and has

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<sup>6</sup>E. Eldridge, "Research Needs in Rural Development," Proceedings of a Seminar: Community Development--Planning, Evaluation and Research Priorities (Minneapolis, Minn.: North Central Regional Community Resource Development Committees and Farm Foundation, September, 1970), pp. 31-38.

<sup>7</sup>Donald Paulson, "The Social Dimensions of Community Development and the Classes of Information Needed," Providing Information to Community Decision Makers for Community Development (Chicago, Ill.: Committee on Economic Development of Rural Communities, Report NC-88, May 6, 1969).

been concerned mainly with affiliation.<sup>8</sup> Researchers must deal with several assumptions about voluntary associations if an instrumental-expressive dimension is to be utilized. One is the judgement by the leaders and non-leaders that voluntary associations are concerned with stated functions, goals and/or objectives. Embodied in this assumption is the notion that a majority of the individuals who are leaders of instrumental or expressive voluntary associations belong to such groups for the purposes for which the group exists. For example, the type of woman who would join the League of Women Voters and hold office would do so in order to become a better informed voter and citizen. Or a farmer might exercise leadership in the N.F.O. in order to improve his political 'clout' in agricultural matters. However, motivation to join a group and function in leadership roles can be a complex phenomenon. Individuals may assume responsibilities in certain associations for benefits which are not manifestly related to the stated functions (or perceived functions) of a group. Thus, an individual may assume duties in an expressive association ostensibly for the social benefits he perceives derived. In actuality, he may be more concerned with using the collective aggregate of the club to initiate or bring about some personal change in the community that would need the support of many individuals rather than one. These assumptions suggest that the scope of this study is more complex than

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<sup>8</sup>Arthur Jacoby and Nicholas Babchuk, "Instrumental and Expressive Voluntary Associations," Sociology and Social Research (Vol. 47, July, 1963), pp. 461-471.

identifying instrumental and expressive associations, the characteristics of their leaders, and the role they play as agents of change in a rural community.

Accordingly, this study investigates the following:

What are the characteristics of the community leaders of voluntary associations in two South Dakota counties, and what is the relationship between stated motivation for affiliation and participation of those leaders and manifest purpose of the voluntary associations?

Information pertinent to this area would be particularly important in that community development personnel attached to the West River Agricultural and Extension Center, as well as other representatives of Sixth District Planning and Black Hills regional service, have urged research in this area.

#### Objectives of the Study

The objectives of the study are:

1. To identify the various voluntary associations in Fall River and Meade counties in South Dakota, and determine some of their characteristics.
2. To identify the leaders of the various voluntary associations in Fall River and Meade counties, and determine their socioeconomic characteristics and attractedness to association.
3. To determine whether those leaders who are characterized as either instrumental or expressive oriented individuals have joined

voluntary associations because of the association's perceived instrumental or expressive nature, or because of some other, not so apparent reasons.

### Definitions

For purposes of this study, the nature of the instrumental-expressive dimension will be taken from the Gordon-Babchuk typology.<sup>9</sup> They have defined the ideal type of instrumental association as differing from the ideal type of expressive associations in the following ways:

1. The leader of the expressive association achieves immediate and continuing gratification from taking part in the organization's activities. The instrumental association leader may even find the group's activities distasteful, but he will get satisfaction from the knowledge that they help to accomplish certain long-range goals. In other words, personal gratification from participation in the group's activities is more remote (in terms of time) for the leader of the instrumental group than for the leader of the expressive group.

2. The activities of the instrumental association tend to be externally oriented, whereas those of the expressive association are focused inward. Expressive organizations "perform a function primarily for the individual participants through activities which are confined and self-contained within the organization. . . . In

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<sup>9</sup>Nicholas Babchuk and C. Wayne Gordon, The Voluntary Association in the Slum (Lincoln, Nebr.: University of Nebraska Studies, No. 27, 1962).

contrast, the major function and orientation of the instrumental organization are related to activities which take place outside the organization."

3. Activities by leaders of expressive associations represent ends in themselves, whereas instrumental association leaders see participation in the group's activities as a means of accomplishing external, long-range goals.<sup>10</sup>

Attractedness is defined as the resultant of forces acting on an individual to remain in a group. It is conceptualized as including elements of affect for the group and motivation to perform one's role.<sup>11</sup> It is used as an independent variable when measuring the attitude one has towards voluntary associations, but it is considered a dependent variable in terms of the behavior "invested" in pursuit of those goals.

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<sup>10</sup>Ibid., pp. 27-28.

<sup>11</sup>David L. Rogers, Correlates of Membership Attraction in Voluntary Associations (University of Wisconsin, Madison, Wisc., unpublished Ph.D. dissertation, 1968).

## CHAPTER II

### REVIEW OF THE LITERATURE

#### Introduction

For many years involvement in voluntary associations has been researched by social scientists whose primary interest has centered around social participation and how individuals become motivated to participate.<sup>12</sup> Many studies have attempted to account for these phenomena and their correlates by demonstrating the differences in the extent of membership affiliation, the degree of activity in the association, and the degree of emotional commitment to the association.<sup>13</sup>

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<sup>12</sup>David L. Rogers, "Contrasts Between Behavioral and Affective Involvement in Voluntary Associations: An Exploratory Analysis," Rural Sociology (36, No. 3, September, 1971), p. 340.

<sup>13</sup>Cf., Arnold M. Rose, Union Solidarity (Minneapolis, Minn.: University of Minnesota Press, 1952). John C. Scott, Jr., "Membership and Participation in Voluntary Associations," American Sociological Review (Vol. 22, June, 1957), pp. 315-326; Herbert Goldhammer, "Voluntary Associations in the United States," Cities and Society: The Revised Reader in Urban Sociology, Paul K. Hatt and Albert J. Reiss, Jr. eds. (Evanston, Ill., The Free Press of Glencoe, 1957), pp. 591-596; Arnold S. Tannenbaum and Robert J. Kahn, Participation in Union Locals (Evanston, Ill.: Row, Peterson, 1958); Wright and Hyman, op. cit.; Jane Likert, The Member and the League (League of Women Voters Publication, 1960), p. 252; Peter M. Blau and Richard Scott, Formal Organizations: A Comparative Approach (San Francisco: Chandler Press, 1962); Keith W. Warner, "Attendance and Division of Labor in Voluntary Associations," Rural Sociology (Vol. 29, December, 1964), pp. 396-407; and "Problems of Participation," Journal of Cooperative Extension (Vol. 3, Winter, 1965), pp. 219-228.

Further investigation indicates few attempts to integrate the empirical findings regarding voluntary associations into any theory of membership involvement.<sup>14</sup> A number of socioeconomic and demographic variables have been considered related to voluntary association memberships, varying participation, and attractedness to the associations.<sup>15</sup>

This chapter reviews literature pertinent to voluntary associations. Emphasis will be directed towards certain selected socioeconomic and demographic variables associated with the characteristics of voluntary associations, their functions, and the leaders themselves.

#### Voluntary Associations in America

A brief perusal of the literature indicates that there is agreement on the nature and types of social determinants and correlates of membership in voluntary associations, and it appears that some segments of the population are more likely to participate than others. Whites are more likely to participate than blacks, Jews than

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<sup>14</sup>Rogers, op. cit., p. 340.

<sup>15</sup>The terms "members" and "leaders" will be used interchangeably throughout this chapter in reviewing the literature. The writer felt this necessary due to the extreme paucity of available literature on rural voluntary service organization leaders, and the belief that the differences between rural "members" and "leaders" are more perceived than real. Cf., David L. Rogers, William D. Heffernan, and Keith Warner, "Benefits and Role Performance in Voluntary Organizations: An Exploration of Social Exchange," The Sociological Quarterly (Vol. 13, Spring, 1972), pp. 183-196.



Protestants, Protestants than Roman Catholics, urban and rural non-farm residents than farm residents, parents than nonparents, and frequent voters than nonvoters. The largest and most consistent differences in participation are those in socioeconomic status, whether measured by income, occupation, home ownership, or educational level. The majority of Americans in higher statuses belong to voluntary associations, and the majority of lower status people do not.<sup>16</sup> In addition, the pervasiveness of membership in voluntary associations in American society has been demonstrated by studies done among student leaders of voluntary associations.<sup>17</sup>

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<sup>16</sup>Cf., John M. Foskett, "Social Structure and Social Participation," American Sociological Review (Vol. 20, August, 1955), pp. 431-438; Howard K. Freeman, Edwin Novak, and Leo G. Reeder, "Correlates and Membership in Voluntary Associations," American Sociological Review (Vol. 22, October, 1957), pp. 528-533; Murray Hausknecht, The Joiner: A Sociological Description of Voluntary Association Memberships in the United States (New York: Bedminster Press, 1962); Mirra Komarovsky, "The Voluntary Associations of Urban Dwellers," American Sociological Review (Vol. 11, December, 1946), pp. 686-689; Walter Martin, "A Consideration of the Formal Association Activities of Rural-Urban Fringe Residents," American Sociological Review (Vol. 21, August, 1952), pp. 687-694; John C. Scott, op. cit.; Wright and Hyman, op. cit.; and Basil G. Zimmer and Amos H. Hawley, "The Significance of Memberships in Association," American Journal of Sociology (Vol. 64, September, 1959), pp. 196-201.

<sup>17</sup>William Wakefield and Joel Snell, "Demographic Characteristics of Student Leaders in Instrumental and Expressive Voluntary Associations," The Southern Journal of Educational Research (5, No. 3, July, 1971), pp. 159-167; and Eldon Snyder, "A Longitudinal Analysis of Social Participation in High School and Early Adulthood Voluntary Associational Participation," Adolescence (5, No. 17, Spring, 1970), pp. 79-88.

Explanations for these patterns of differential membership are prevalent. One posits membership in a voluntary association to be a form of social interaction, and members of groups (farmers, Blacks, immigrant Roman Catholics, widows) deprived of a broad range of social interaction are by affiliation less likely to belong to many voluntary associations. More difficult to explain are variations that appear to exist--both in the number of associations and in the proportion of the population that participates--from one society to another. A number of plausible hypotheses have been advanced. One conjectures that the number and the extent of participation derives from the functions which voluntary associations seem to serve for the individual, for subgroups in society, and for the society as a whole. These perspectives will be reviewed in later sections of this chapter.

#### Classification of Voluntary Associations into Types

The term "voluntary association" is used extensively throughout the literature; however, it is not a generic term. It must not be assumed that there is just one type of voluntary association. In actuality, the range of variation is probably greater than that existing among government and business organizations.

A variety of typologies have been developed, each useful for a particular purpose. For many purposes a simple classification based upon the stated program or the manifest purpose of the association is sufficient. Hausknecht,<sup>18</sup> for example, in a further analysis of the

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<sup>18</sup>Murray Hausknecht, op. cit.

American data used by Wright and Hyman, developed eight classifications (i.e., 'civic and service', 'lodges and fraternal', 'church and religious', etc.). Although a useful typology, it provided only a broad picture of the patterns of membership and did not contribute much insight regarding the structure of the association or its latent functions. Furthermore, little information was given about the manifest functions, since there would appear to be a great deal of overlap in the type of activities in which voluntary associations traditionally engage.<sup>19</sup>

Other classifications that utilize either structure or function as a variable have been developed. Sherwood Fox,<sup>20</sup> for example, examined the functions performed by some five thousand associations and developed a classification based upon the distinction between majoral, minoral, and medial organizations. Majoral associations are those that serve the interests of the major institutions of society: business, professional, scientific, educational, labor, and agricultural associations. Minoral associations serve the interests of significant minorities in the population: women's clubs, church organizations, hobby clubs, and, above all, ethnic associations. Medial associations mediate between major segments or institutions in the society. For example, parent-teacher associations mediate between the

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<sup>19</sup>Wright and Hyman, op. cit.

<sup>20</sup>Sherwood Fox, Voluntary Associations and Social Structure (Harvard University, Cambridge, Mass., unpublished Ph.D. dissertation, 1953).

family and the school system, social welfare organizations mediate between those who provide financial or other aid and those who are members of an underprivileged population, veterans' groups mediate between war veterans and the government, and voluntary health associations mediate between individuals needing health services and the medical profession.

A structural typology, distinguishing between "corporate-type" and "federation-type" organizations, was developed by Sills<sup>21</sup> to analyze problems of organizational structure and extent of institutionalized control in national organizations. Some national states are loose federations of semi-autonomous component units, whereas others are highly centralized. Churches may also be classified in a similar way. At one extreme are "congregational" churches, where each local parish is autonomous and segmented. At the other extreme are "episcopal" churches, where ultimate authority resides in the parent organization.<sup>22</sup>

Gordon and Babchuk<sup>23</sup> devised a typology of voluntary associations based upon a structural variable and two functional ones. The structural variable was "accessibility," or eligibility for membership. The two functional variables were "status-conferring capacity" or the extent to which membership bestows prestige, and an

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<sup>21</sup>David L. Sills, The Volunteers: Means and Ends in a National Organization (Glencoe, Ill.: Free Press, 1957).

<sup>22</sup>Sills, ibid.

<sup>23</sup>Gordon and Babchuk, op. cit., p. 38.

"instrumental-expressive dimension" measuring the extent activities are directed towards the behavior of nonmembers or members. "Instrumental" associations are generally termed "interest groups" by political scientists.

The instrumental-expressive dimension is a useful way of viewing organizations because it summarizes an important characteristic of such groups. It indicates a way of linking the investigation of voluntary associations to appropriate parts of a wider social theory. Also, it gives promise of providing a profitable direction for research in this area.<sup>24</sup>

#### Socioeconomic Status and Voluntary Association Membership

As mentioned previously, whether measured by income, occupation, home ownership, or educational level, the largest and most consistent differences in voluntary association membership appear to be associated with socioeconomic status.

The sociological literature is replete with studies testing the relationship between socioeconomic factors and participation in voluntary associations. Some of the early community studies by Lynd and Lynd<sup>25</sup> and Warner and Lunt<sup>26</sup> provided observations on the social

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<sup>24</sup>Arthur P. Jacoby and Nicholas Babchuk, "Instrumental and Expressive Voluntary Associations," Sociology and Social Research (Vol. 47, July, 1963), p. 461.

<sup>25</sup>Robert Lynd and Helen Lynd, Middletown (New York: Harcourt Brace, 1927).

<sup>26</sup>W. Warner and P. Lunt, The Social Life of a Modern Community (New York: Yale University, 1941).

class of persons joining local organizations. Mather<sup>27</sup> conducted one of the first studies that systematically tested the relationship between socioeconomic status and organizational participation. He demonstrated that males in the higher income groups were eight times more likely to join voluntary associations than males in low income groups. In another study, Komarovsky<sup>28</sup> reported a similar relationship between occupational status and participation, with males in professional occupations being three times more likely to belong to voluntary associations as males in unskilled occupational categories. Numerous other studies<sup>29</sup> have consistently supported the positive relationship found to exist between these variables.

Although a relationship between socioeconomic status and participation has been widely demonstrated, there appears to be disagreement as to the underlying causes of this relationship. Most early explanations were variations on the theme that increased urbanization of American society displaced primary relationships, and that the

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<sup>28</sup>Komarovsky, op. cit.

<sup>29</sup>E. Brown, "The Self as Related to Formal Participation in Three Pennsylvania Rural Communities," Rural Sociology (Vol. 18, 1953), pp. 313-320; Foskett, op. cit.; Scott, op. cit.; Freeman, et al., op. cit.; George M. Beal, "Additional Hypotheses in Participation Research," Rural Sociology (Vol. 21, September-December, 1956), pp. 249-256; Wright and Hyman, op. cit.; and Robert Hodge and David Treiman, "Social Participation and Social Status," American Sociological Review (Vol. 33, October, 1968), pp. 722-740.

secondary relationships prevailing in voluntary associations provided a substitute.<sup>30</sup>

However, Borhnstedt<sup>31</sup> suggests that research has not substantiated this claim since low rates of voluntary association participation are even found in urban places. Knupfer<sup>32</sup> suggests that low socioeconomic status is accompanied by apathy towards mainstream culture and concludes that the low rates of participation for lower socioeconomic sectors are indicative of withdrawal from mainstream culture.

Foskett,<sup>33</sup> in another explanation, focuses on the processes of social mobility. He suggests that persons in higher socioeconomic groups use participation in voluntary association as a means to upward mobility, whereas persons in lower socioeconomic classes do not participate as extensively because they do not perceive similar mobility opportunities.

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<sup>30</sup>L. Wirth, "Urbanism as a Way of Life," American Journal of Sociology (Vol. 44, 1938), pp. 1-24; Komarovsky, op. cit.; F. Dotson, "Patterns of Voluntary Association Among Urban Working-Class Families," American Sociological Review (Vol. 16, 1951), pp. 687-693; and Wendell Bell, "Anomie, Social Isolation and Class Structure," Sociometry (Vol. 20, June, 1955), pp. 105-116.

<sup>31</sup>George W. Borhnstedt, Processes of Seeking Membership in and Recruitment by Voluntary Social Organizations, (unpublished Ph.D. dissertation, 1966, University of Wisconsin, Madison).

<sup>32</sup>G. Knupfer, "Portrait of the Underdog," The Public Opinion Quarterly (Vol. 11, 1947), pp. 103-114.

<sup>33</sup>Foskett, op. cit.

The writer tends to agree with Bohrnstedt<sup>34</sup> that no satisfactory explanation has been provided regarding the relationship between socioeconomic status and participation in voluntary associations.

Another body of literature in the participation tradition sheds further light on this relationship and suggests that the relationship is indirect rather than direct. Researchers who have been concerned with developing more complete models of participation in voluntary associations have emphasized this perspective.<sup>35</sup>

Drawing on the studies of researchers such as Martin and Siegel,<sup>36</sup> some have sought to assess the relative importance of socioeconomic status variables in predicting participation. One of these was Beal,<sup>37</sup> whose approach was to ascertain the relative contribution of attitudinal variables compared to socioeconomic variables. Beal found that attitudinal variables were better predictors of participation levels, a finding which suggests that the relationship between socioeconomic status and participation may be indirect rather than direct. Recently, others attempted to build more complex models of participation and found that attitudinal and personality variables were more

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<sup>34</sup>Bohrnstedt, op. cit.

<sup>35</sup>Rogers, op. cit.

<sup>36</sup>H. T. Martin and L. Siegel, "Background Factors Related to Effective Group Participation," Journal of Abnormal and Social Psychology (Vol. 48, 1953), pp. 399-600.

<sup>37</sup>Beal, op. cit.



accurate predictors of participation than socioeconomic status.<sup>38</sup> It would appear, then, that becoming involved in a collective form is related to socioeconomic status, but only indirectly.

The generalization seems apparent due to the fact that even though socioeconomic status is related to both individual and collective involvement in voluntary associations, this relationship is mediated through intervening variables (i.e., attitudinal, personality, and occupational).

#### Attractedness in Voluntary Associations

Use of the concept "attractedness," even though it already has a close parallel in voluntary association literature under the label "loyalty,"<sup>39</sup> requires a brief examination as to its meaning and measurement as applicable to this research project.

This is necessary because previous uses of cohesiveness and attraction to the group have been limited primarily to small group

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<sup>38</sup>Bohrnstedt, op. cit.; David H. Smith, "A Psychological Model of Individual Participation in Formal Organizations: Application to some Chilean Data," American Journal of Sociology (Vol. 72, November, 1966), pp. 267-272; and Rogers, op. cit.

<sup>39</sup>Cf., Jane Likert, The Member and the League (League of Women Voters, Publication #264, March, 1960); A. Tannenbaum and R. Kahn, "Control Structure and Union Functions," American Journal of Sociology (Vol. 61, May, 1956), pp. 536-545; Harold Guetzkow, Multiple Loyalties: Theoretical Approach to a Problem in International Organizations (Princeton, N. J.: Princeton University Center for Research on World Political Institutions, 1955) Report No. 4; and Arnold Rose, Union Solidarity: The Internal Cohesion of a Labor Union (Minneapolis: The University of Minnesota Press, 1952), p. 46.

research.<sup>40</sup> Furthermore, it is expected that differences exist regarding the meaning of these concepts, particularly if the definitions are situationally specific to the phenomena investigated.

Rogers<sup>41</sup> compared the similarities and differences between the constructs "loyalty" and "attractedness." He indicates that the similarities include: (1) equivalency, in that both terms have been defined as the willingness to remain in the group,<sup>42</sup> (2) specification, in reference to the group to which loyalties or attraction is directed,<sup>43</sup> and (3) situational dimensions, or the extension of loyalty or attractedness under varying conditions of threat to the organization.<sup>44</sup>

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<sup>40</sup>Cf., L. Festinger, "Informal Social Communication," Group Dynamics: Research and Theory, D. Cartwright and A. Zander, eds. (New York: Harper and Row Publishers, 1960), p. 290; W. Hagstrom and H. Selvin, "Two Dimensions of Cohesiveness in Small Groups," Sociometry (Vol. 28, March, 1965), pp. 30-43; Cartwright, op. cit., pp. 69-93; J. Thiabaut, "An Experimental Study of Cohesiveness of Underprivileged Groups," Human Relations (Vol. 3, August, 1950), pp. 251-278; Stanley Schachter, E. Norris, D. McBride, and D. Gregory, "An Experimental Study of Cohesiveness and Productivity," Human Relations (Vol. 4, August, 1951), pp. 229-238; and Stanley Seashore, Group Cohesiveness in the Industrial Work Group (Ann Arbor, Mich.: Institute for Social Research, 1954), p. 11.

<sup>41</sup>Rogers, op. cit., pp. 15-31.

<sup>42</sup>Blau, op. cit., p. 68; V. V. Murray and Allen F. Corenblum, "Loyalty to Immediate Superior at Alternate Hierarchical Levels in a Bureaucracy," American Journal of Sociology (Vol. 72, July, 1966), pp. 77-85; and Copp, op. cit.

<sup>43</sup>Gouldner, op. cit.; and Lewis, op. cit.

<sup>44</sup>J. Likert, op. cit.; and Tannenbaum, 1956, op. cit.

Differences in the use of the terms also exist. The socio-psychological use of "attraction to the group," for example, is well-established in the literature (some researchers refer to it as "cohesion"), whereas the use of the concept "loyalty" is not. Generally, loyalty has been thought of as emotion, willingness to serve, or attachment.<sup>45</sup> The introduction of the element of threat into the definition of loyalty (i.e., the probability that the association's activities will be terminated or bankrupting itself of human resources, or even threat of competition from another association) is a second difference. Some distinguish the terms according to their affective meaning; attraction is used as a more neutral term than loyalty in that popular connotations of loyalty involve an emotional element.<sup>46</sup>

Because of the ambiguity surrounding the use of concepts such as loyalty, membership motive, belongingness, cohesiveness, etc., it appears justifiable to focus on the construct "attractedness" in the present study. The focus is appropriate for the following reasons:

1. Attractedness suggests a bonding process at the individual level, e.g., the act of being drawn to some object that is itself the source of attraction.

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<sup>45</sup>Julis Gould and William L. Kolb, A Dictionary of the Social Sciences (New York: The Free Press, 1964), p. 396.

<sup>46</sup>See Arnold S. Tannenbaum and Robert L. Kahn, Participation in Union Locals (Evanston, Ill.: Row, Peterson and Company, 1958), p. 178; and J. Likert, op. cit.

2. The construct is related to the concept "group attraction" in that it begins with the individual rather than the group when examining the relationship between members and groups.

3. The term can be related to a developed body of literature.<sup>47</sup>

Use of the term "attractedness" appears further justified in that most research in the area of group cohesiveness has really employed the concept on an individual level.<sup>48</sup> As Libo<sup>49</sup> suggests, many of the relationships between cohesiveness and other variables are really between the latter (socio-demographic characteristics), and "attraction to the group" among individual members.

It seems appropriate to employ Libo's reasoning as the basis for the following assumption: Many of the relationships involving cohesion as a group property, where cohesion is an average of individual attraction scores, have direct counterparts at the individual level. For example, if it could be shown that groups with a high mean level of activity were more cohesive, it could be inferred that individuals who were active (i.e., leaders) expressed high attraction to the group properties were aggregated data from individual members. This

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<sup>47</sup>Rogers, op. cit., p. 184.

<sup>48</sup>Cf., Blau, op. cit., p. 107, argument against using aggregated data from group members as measures of group or structural properties; and Paul Lazarsfeld, "Evidence and Inference in Social Research," Daedalus (87, No. 4, 1958), pp. 109-117, for a discussion on the relation between individual and collective properties.

<sup>49</sup>Lester M. Libo, Measuring Group Cohesiveness (Ann Arbor: Research Center for Group Dynamics, University of Michigan, 1953), pp. 2-4.

assumption is particularly meaningful when reviewing the literature and in the formulation of hypotheses.<sup>50</sup>

Voluntary associations seem to offer a "strategic site"<sup>51</sup> for the investigation of organizational problems, however, there has been little systematic theory developed for this type of association.<sup>52</sup> Perhaps one reason for this lack of theory concerns the transferability of concepts among different types of organizational arrangements, particularly between groups which are as different as are industrial and "voluntary" organizations. However, at the more general levels of theory, concepts and propositions of human behavior seem transferable, with appropriate modifications, across different types of organizations. This type of approach would offer the greatest potential for the construction of general theories of organizational behavior. Recognizing, of course, that the need may arise for modification of both the nominal and operational definitions of some constructs, especially when attempting to bring about "equivalent" meanings in different situations. The problem encountered here is similar in nature to that faced by those who attempt cross-cultural

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<sup>50</sup>Ibid.

<sup>51</sup>Robert K. Merton, Leonard Broom and Leonard S. Cottrell, Jr., Sociology Today: Problems and Prospects (New York: Basic Books, 1959), pp. xxvi-xxix, 21-27.

<sup>52</sup>Nicholas Babchuk and C. Wayne Gordon, The Voluntary Association in the Slum (Lincoln: University of Nebraska Studies, No. 27, 1962), p. 29.

research where semantic and value differences exist between different cultures.<sup>53</sup>

#### Participation in Voluntary Associations and Attractedness

The extent of participation in a society or in a group may vary from total to segmental participation. "Total" participation occurs mostly in inclusive groups, e.g., the family, "craft-type" occupations, or under conditions common to a basic division of labor where the individual is given direction and the choices are primarily prescribed for him. Contrastedly, "segmental" participation or "partial inclusion" is characteristic of most voluntary associations and their concomitant alternatives.<sup>54</sup> Segmental participation usually refers to the partial commitment an individual gives to an organization which does not affect him deeply nor command more than limited interest.<sup>55</sup>

It appears that segmental participation has some implications for attractedness. Relative to other organizations, a leader's interest in any one voluntary association and the importance of its success to him personally may be lower than the importance of his occupational and familial groups. This suggests that lower relationships would be found between perceptions of group success in voluntary associations and attraction than might be discovered between similar variables in organizations of greater importance to the individual.

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<sup>53</sup>Rogers, op. cit., pp. 28-30.

<sup>54</sup>Goldhammer, op. cit., p. 594.

<sup>55</sup>Philip Selznick, "Foundations of the Theory of Organizations," American Sociological Review (Vol. 13, February, 1948), pp. 25-26.

Another consequence of segmental participation in voluntary associations is the phenomenon of overlapping memberships. The fact that each association usually appeals to only a narrow range of interest results in individuals belonging to more than one association in order to meet other needs.<sup>56</sup> Generally, this multiple membership does not occur in occupational or familial groups (unless, of course, the individual might hold more than one job). Sills points out that participation in voluntary associations is generally a leisure-time pursuit placing limits on the time a person can devote to any one organization. He indicates that the people who belong to several associations must invariably be inactive in some of them.<sup>57</sup> The willingness to remain or become involved in voluntary groups may be substantially reduced as a result of such conflicts or social costs.

Movement among voluntary associations is still another consequence of segmental participation in various organizations. Members usually have a wide range of alternative organizations from which to choose, any of which may be successful in achieving a goal the member considers desirable. Although not fully studied, it is believed that movement among voluntary groups is relatively open. For example, this openness would apply especially to those groups that do not discriminate on the basis of age, sex, or social background. Conversely, organizations that do discriminate may influence an individual to

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<sup>56</sup>David L. Sills, The Volunteers (New York: The Free Press of Glencoe, 1957), pp. 60, 89-90.

<sup>57</sup>Ibid., p. 36.

move to another organization to fulfill similar basic needs. In addition to a wider range of alternative groups, it is possible for an individual to derive some benefits from a voluntary association without being an active member.<sup>58</sup> An example would be the benefits National Farm Organization might secure through lobbying that benefit both member and non-member.

Inevitably, segmental participation, or limited participation in two or more voluntary associations, brings up the question, "Should I remain in this association?" In terms of life chances, the decision to remain in a voluntary association is not as crucial as the decision to remain in an industrial firm or occupational group. Choosing to leave an association is not likely to influence one's earning power, possibilities for advancement, or place of residence as much as when one chooses to transfer from one occupational group to another. This suggests that the question of attraction to the group in voluntary associations may be related to other variables with less magnitude than anticipated. For example, decisions as to membership may not be as important as when this same decision involves a primary sector of one's life activity.<sup>59</sup>

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<sup>58</sup>Mancur Olson, Jr., The Logic of Collective Action: Public Goods and the Theory of Groups (Cambridge, Mass." Harvard University Press, 1965), pp. 14-16.

<sup>59</sup>Rogers, op. cit., p. 49.



### Intermittent Participation and Attractedness

Some researchers have pointed out that a quantitative difference exists between 'segmental' participation and 'intermittent' participation in voluntary associations.<sup>60</sup> What are the implications for attractedness when most of the members are part-time or intermittent participants? One consequence of intermittency is that lower participants (as opposed to the leaders) observe only a small sampling of the entire range of association activities, since their only contact with the organization may be at the annual or monthly meetings. One author has demonstrated that a lack of knowledge about one's organization is inversely related to loyalty.<sup>61</sup> Although this intermittency conserves organizational resources, at the same time it often brings about problems not ordinarily encountered by the more continuous members. These problems are:

1. Discontinued normative reinforcement, in that sanctions for deviance can only be exercised at the organization's monthly or annual meetings.
2. The organization has to devote valuable time educating its members as to the benefits it provides.

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<sup>60</sup>A. Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press of Glencoe, Inc., 1961), pp. 288-295; James H. Copp, "Perceptual Influences on Loyalty in a Farmer Cooperative," Rural Sociology (Vol. 29, June, 1964), pp. 168-180; and Rogers, op. cit., p. 39.

<sup>61</sup>Copp, op. cit.

3. Friendship plays a narrower role as an integrative process. Although it is an empirical question as to what constitutes "real" differences in amount of interaction, there is reason to expect Homan's proposition, " . . . the greater the activity, the greater the liking for one another . . . ,"<sup>62</sup> to apply. The frequency with which individuals come together either in the group itself or with each other in non-organizational situations will have an impact on their sentiments regarding one another. If this is the case, it appears that the less frequent the participation in meetings, the smaller the role played by friendship among members of the group. This would be particularly true where individuals do not live close to one another, as in a rural area, and are not likely to come together as a group for other reasons. Since friendship is assumed to be one of the major sources of attraction, its relative absence may either reduce the attractive properties of a group or shift the source of attraction to other factors. This contention would lead to another question regarding attractedness to voluntary associations: "What is the relative importance of the attractiveness of tasks or activities carried on in organizations?" Although this has received some attention in the past, it has not been researched nearly as much as the association between 'friendship' and attractedness.<sup>63</sup> There may be some justification for thinking that the tasks or activities in which leaders

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<sup>62</sup>See George C. Homans, Social Behavior: Its Elementary Forms (New York: Harcourt, Brace and World, 1961).

<sup>63</sup>Rogers, Heffernan, Warner, op. cit., pp. 184-186.

engage, since they reoccur only infrequently, hold little importance as a component of attraction. The importance of tasks may vary considerably depending on the instrumental-expressive nature of an organization. When the purpose of an organization is to provide consummatory benefits, attractiveness of tasks may be more important than when the organization and activity in it are a means to some end.<sup>64</sup> Taking a slightly different approach to this question, the tasks to be performed in some voluntary associations may rate low in terms of their attractive capacity, especially if they are performed infrequently and membership apathy is a major problem. This raises questions as to why members of voluntary associations are apathetic. Part of the answer may be explained by considering the kinds of activities that occur in meetings held by some types of voluntary groups. For example, it would be expected that when emphasis is placed on the instrumental nature of the group the kinds of activities members are asked to participate in may hold little intrinsic reward. The reverse would hold true where the emphasis is placed on expressive-type activities.<sup>65</sup>

#### Role Performance and Attractedness

Most voluntary associations usually have a small core of active members (i.e., leaders), a surrounding circle of a few faithful meeting attenders, and a larger, loosely-bound group of dues payers. Due

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<sup>64</sup>Ibid., pp. 194-195.

<sup>65</sup>Gordon and Babchuk, op. cit., pp. 27-28.

to this configuration, there is an absence of formal role prescriptions.<sup>66</sup> One factor supportive of this skeletal structural arrangement is that this format permits a minority to achieve associational goals and interests even though the majority of the membership only gives minimal participation.<sup>67</sup> Logically, segmental members could ask: "Why should the rank and file participate when the association can get along by itself?"

This limited number of role-performance obligations when coupled with the aforementioned skeletal nature of role prescriptions, have implications for the study of attractedness. Remaining a member of a business firm, unless deference is given because of kinship to the owner, generally implies a willingness on the part of the member to do certain prescribed work and to comply with various organizational demands. It also implies that the member is willing to remain in a situation where his duties are formally specified, performance is evaluated by his superiors, and commands given by his superiors are considered legitimate and binding on his behavior. On the other hand, whether or not an individual is willing to remain in a voluntary organization tells us little about how much the individual is willing to do for the organization, his willingness to comply with its demands,

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<sup>66</sup>James G. March and Herbert A. Simon, Organizations (New York: John Wiley and Sons, Inc., 1958), p. 90.

<sup>67</sup>Bernard Barber, "Participation and Mass Apathy in Associations," in Alvin W. Gouldner, ed., Studies in Leadership: Leadership and Democratic Action (New York: Harper and Brothers, 1950), pp. 479-480.

and his willingness to let his actions be guided by the collective demands of his organization.

To briefly review the previous section, an attempt has been made to point out that 'attractedness,' or 'willingness to remain,' in voluntary associations differs from the same phenomenon in small laboratory or occupational groups in the following ways:

1. Decisions to remain or stay in groups may have less consequence for individuals than might have been anticipated.
2. There are many possible alternatives from which one may choose a voluntary association.
3. There can be different amounts and kinds of information that can be gained concerning attractedness to a group when investigated in differing situations and circumstances.
4. There are different attraction factors in groups: attractiveness of tasks, importance of friendship, etc.
5. Roles and role prescriptions are not well-defined.
6. Willingness to continue does not necessarily imply compliance with role prescriptions.

### Summary

The major insights derived from the literature pertinent to the present study are:

#### 1. Voluntary Associations in America

- A. Membership in voluntary associations in America is a pervasive phenomenon, cutting across most socioeconomic

strata, regional variations, age categories, and sex lines. However, the greatest variation appears to be associated with socioeconomic status.

- B. More persons of higher status belong to voluntary associations than those of lower status.
- C. Membership and active participation in voluntary associations appear to fulfill certain needs of the individuals attracted to them.
- D. In reviewing the literature on rural voluntary service organizations, the differences between "members" and "leaders" are not supported by research; thus, the differences appear to be more perceived than real.

## 2. Voluntary Association Typologies

- A. There have been many voluntary association typologies proposed and utilized in the literature.
- B. The simplest and most appropriate typology for purposes of the present study is the "Instrumental-Expressive Typology" proposed by Gordon and Babchuk.
- C. The rationale for designating a voluntary association as either 'instrumental' or 'expressive' can be based upon the stated programs, purposes, or goals of the organization.

## 3. Socioeconomic Status

- A. Whether measured by income, occupation, home ownership, or educational level, the largest and most consistent

differences in voluntary association membership are associated with socioeconomic status.

- B. Males in higher income groups are more likely to participate in voluntary associations than other socioeconomic groups.
- C. Males in professional occupations are more likely to join voluntary associations than males in unskilled labor positions.
- D. In spite of high correlations, there appears to be no satisfactory explanation as to why differences exist in the extent of participation in voluntary associations when controlling by socioeconomic status.
- E. Socioeconomic status appears related to both individual and collective involvement in voluntary associations, but this relationship is mediated through intervening variables.

#### 4. Attractedness in Voluntary Associations

- A. Much research has been conducted concerning attractedness, although under such labels as 'loyalty,' 'membership motivation,' 'belongingness,' 'cohesiveness,' 'attraction to the group,' and similar labels.
- B. Use of the term 'attractedness' appears more expedient to the present study because it suggests a bonding process at the individual level, is related to the concept "group attraction," and can be tied to a developed body of literature.

5. Participation and Attractedness in Voluntary Associations

- A. Form of participation in voluntary associations can be segmental or intermittent. It is important for the present study to treat them separately as there is a quantitative difference between them.
- B. Segmental participation suggests multiple memberships in voluntary associations, or marginal membership in one, with lower magnitudes of importance and commitment for the individual.
- C. Segmental participation also indicates movement between organizations and a wider range of alternatives possible to fulfill basically the same needs.
- D. Intermittent participation connotes the situation-specific nature of attempting to gain information about an individual's participation in voluntary associations. In addition, it points to the role of 'attractiveness of tasks' in assessing the instrumental or expressive nature of the organization.

6. Role Performance and Attractedness

- A. Role obligations and role prescriptions are loosely defined in most voluntary associations.
- B. Willingness to remain in a group tells the investigator little or nothing about whether or not the individual will participate in the group; it tells him only that a person wants to remain in a group. Whereas this



information may be sufficient for predicting some kinds of behavior in industrial groups or small group situations, it fails to predict what kind of behavior can be expected from members of organizations where failure to comply with role definitions has less consequence for the individual as far as sanctions.

C. Therefore, the element of role performance implicit in non-voluntary organizations is a component of attractiveness in voluntary associations; and, due to its social "costs," must be considered dependent upon the other variables listed above.

7. Components of Attractedness. A positive feeling about the group and role performance may not necessarily go together. For example, a person may have a positive attitude about the group and/or a feeling of belongingness without being motivated to assume his role as a member or leader. Therefore, it is expected that differences would exist in the magnitude of relationships when using various measures of attractiveness such as comparing attitudes (independent variable) and behavior or role performance (the dependent variable).

8. Bonding

A. By focusing on attraction as the bonding of the individual member to his organization rather than as a bond between individual members, it is assumed that voluntary associations are designed as instruments for the

attainment of some desired goal or goals, the nature of which fall within the parameters of our instrumental-expressive typology.

B. The bond between the individual and his group is more than a function of his social relationships with other members; it is also a function of how well the group performs as well as of what "value" the member may place on this performance goal as a desirable object itself.

C. In addition to how a person feels about those who are members of a particular group, attractedness includes feelings about the group as an instrument that may occur independent of how one feels about the members who constitute the group.

## CHAPTER III

### THEORETICAL FRAMEWORK

#### Introduction

Walter Wallace<sup>68</sup> has indicated that theories perform at least two major functions for science. First, to explain already known empirical generalizations; second, to generate empirical generalizations still undiscovered.

It would appear logical, then, that the primary importance of systematic theoretical development would be such tasks as the construction of conceptual frameworks, the formation of interrelated propositions, and the development of hypotheses testable at the lowest empirical level.

It will be the purpose of this chapter to:

1. Examine briefly various theoretical treatments of voluntary association leadership, participation, and attractiveness.
2. Focus on a conceptual framework to be utilized, specifically through a model of 'attractiveness.'
3. Develop propositions pertinent to the present study leading to testable hypotheses.

#### Various Conceptual Orientations

Research on voluntary associations involves basically three separate theoretical concerns. The first, and perhaps the oldest of

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<sup>68</sup>Walter L. Wallace, The Logic of Science in Sociology (New York: Aldine-Atherton, 1971), p. 17.

these, focuses on the nature and structure of society, especially industrial society. This was the focus of Tocqueville's classic view of America in which he emphasized the role, function, and pervasiveness of voluntary groups.<sup>69</sup> For those who start with this interest, voluntary associations are a variety of societal building blocks. The more important questions address themselves to the contribution of voluntary groups to the total society, their function in integrating the society (whether directly or through their members), and the role they play in various societal processes such as decision-making, opinion formation, and socialization.

A second theoretical interest in voluntary associations is primarily social-psychological in emphasis. Here, voluntary associations are examined for what they can tell about the nature of the person in contemporary society. Voluntary associations are viewed as one of the environments in which persons play out their lives, seek the satisfaction of their needs, and express their conceptions of themselves as persons and of the worlds in which they live.<sup>70</sup> Unfortunately, the social psychologist's preoccupation with experimental ad hoc "groups" as the environments for study has only recently given way to naturalistic studies of conduct. A few seminal studies of real people in

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<sup>69</sup>Alexis DeTocqueville, (1835) Democracy in America (2 volumes, New York: Knopf), First published in French. Paperback editions were published in 1961 by Vintage books.

<sup>70</sup>Jacoby, op. cit., pp. 163-165.

real situations point to the utility of using voluntary associations as a field for the exploration of social-psychological considerations.

Finally, voluntary associations may be studied within the framework of organizational theory with a focus upon associations as the units to be examined.<sup>71</sup> When this is the interest, the larger society becomes the environment for the organization, and the person becomes one of a body of replaceable actors whose action is viewed as a function of organizational rather than personal processes. When studied from this perspective the research problems relate to the structure of the association, the process through which it operates, the internal effect of environmental changes or relationships, and the interrelationships of various structural, organizational, and ideological features. Sociologists have somewhat neglected the study of voluntary groups in favor of large scale and institutionally relevant organizations; yet, voluntary groups provide a ready and convenient supply of organizations necessary for comparative analysis.<sup>72</sup>

Despite these variant theoretical approaches, common to all voluntary association studies is the phenomenon of "participation,"

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<sup>71</sup>Charles K. Warriner and Jane E. Prather, "Four Types of Voluntary Associations," Sociological Inquiry (35, No. 2, Spring, 1965), pp. 138-139.

<sup>72</sup>Cf., the large and developing body of literature on the phenomena of "interorganizational relations." A comprehensive review of the literature as well as a General Research Model of Interorganizational Relations is contained in: Voluntary Action Research: 1973, David Horton Smith, ed., D. C. Heath and Co., 1973.

and it is through this phenomenon that all of these interests can be given empirical relevance. The several participation questions, (e.g., rates of participation in various types of voluntary associations for different population segments and the frequency and forms of common participation through time in any given voluntary associations) are crucial to each of the approaches. When adequately answered they will provide the basic data through which the other findings of each of the approaches can be given relevance to other interests.<sup>73</sup>

As outlined above, the second approach (social psychological) indicates various theoretical frameworks for the study of voluntary associations (i.e., reference group theory, integration hypothesis, etc.).<sup>74</sup> Inevitably, however, one must basically assume that individuals are attracted to and participate in voluntary associations in return for some benefit. Although this is an elementary idea that would seem not to need empirical validation beyond the accumulation of everyday knowledge through experience, it is not as simple or self-evident as it may appear. Available theory and research to date indicate a much more cautious view justifying an exchange relationship between actors appropriate to this context: namely, 'organization' and 'member.' Most studies of this phenomenon have focused on the

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<sup>73</sup>Nicholas Babchuk and Charles K. Warringer, "Special Issue on Voluntary Associations," Sociological Inquiry (35, No. 2, Spring, 1965), p. 135.

<sup>74</sup>Wright and Hyman, op. cit.; Scott, op. cit.; Zimmer and Hawley, op. cit.

measurement of material benefits in return for performance as indicators of the amount and type of exchange between organization and member.<sup>75</sup> However, as Rogers pointed out, not only is more research needed utilizing an exchange framework in order to view the benefit-performance relationship between organization and member; but, more specifically, research focusing on the nature of the "benefits" themselves and their relative contribution to attractiveness to voluntary associations is appropriate.<sup>76</sup>

Although the benefit-performance relation in voluntary associations is not yet well-understood, there has been some empirical evidence to suggest that an exchange relationship does exist between benefits and contributions (role performance).<sup>77</sup> Other research has been conducted using the Barnard-Simon "theory of organizational equilibrium," which is essentially a formulation of an exchange framework.<sup>78</sup> However, this research was carried out within the parameters of employee participation in business organizations, a focus which would tend to make the task a little more difficult in applying the framework to non-business voluntary associations in rural areas. Generally, it would appear that the basic exchange framework could be

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<sup>75</sup>Rogers, et al., op. cit.

<sup>76</sup>Ibid.

<sup>77</sup>Warner and Hefferman, op. cit., pp. 139-140.

<sup>78</sup>James G. March and Herbert Simon, Organizations (New York: Harper and Row, 1958).

applied for the present study and lead to relevant theoretical propositions and testable hypotheses.

### Exchange Theory

Classical economists viewed men as rational in attempting to minimize their 'costs' and maximize their 'rewards' in a 'free marketplace.' Under this exchange perspective each cost would be weighed against the probable reward, and a determination would be made as to the best possible alternative.<sup>79</sup>

Later, Homans<sup>80</sup> reformulated these basic ideas by suggesting the following alterations:

1. People do not always attempt to maximize profits; they seek only to make some profit in exchange relations.
2. Humans do not always make either long-run or rational calculations in everyday life.
3. Things which are exchanged involve more than money (i.e., approval, esteem, compliance, love, affection, and other less materialistic goods).
4. The "marketplace" is not a separate domain in human exchanges, for all interaction situations involve individuals exchanging rewards (and costs) and seeking to maximize profits.<sup>81</sup>

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<sup>79</sup>Jonathan H. Turner, The Structure of Sociological Theory (Homewood, Ill.: Dorsey Press, 1974), p. 212.

<sup>80</sup>Ibid., p. 213.

<sup>81</sup>George Homans, Social Behavior: Its Elementary Forms (New York: Harcourt, Brace, Jovanovich, Inc., 1961), pp. 53-55, 75.



With these modifications in mind, Homans borrowed from the assumptions and principles of behaviorism to develop five basic axioms, or high order propositions, as the explanatory principles of social organization.<sup>82</sup> These are:

1. If in the past a particular stimulus situation has been the occasion on which an individual's activity was rewarded, then the more similar the present stimulus situation is to the past one, the more likely he is to emit the activity, or similar activity, now.

2. The more often within a given period of time an individual's activity rewards that of another, the more often the other will emit the activity.

3. The more valuable to an individual a unit of the activity another gives him, the more often he will emit activity rewarded by that of the other.

4. The more often an individual has in the recent past received a rewarding activity of another, the less valuable any further unit of that activity becomes to him.

5. The more to an individual's disadvantage the rule of distributive justice fails of realization, the more likely he is to display the emotional behavior we call anger.<sup>83</sup>

Although the first three propositions are basically Skinnerian psychology restated, the last two indicate the "conditions" under

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<sup>82</sup>Ibid.

<sup>83</sup>Ibid.

which these exchanges will take place. Turner has written that animals emit anger or frustration when not rewarded for an activity. Homans, however, has suggested that humans are more intellectually sophisticated and engage in a series of calculations before emitting "pigeon-type" anger.<sup>84</sup> Thus, the most important of these calculations is the process of "distributive justice," whereby an individual assesses whether the rewards from a situation are proportional to the costs incurred in it and the investments brought to it.

In a capsulated form, the exchange model, first suggested and formulated by Homans,<sup>85</sup> suggests that an individual's desire to participate is a function of the benefits (rewards) provided by the organization (as valued by the individual), the contributions (costs) exacted by the organization (as valued by the individual), and the alternatives the individual sees available (sampling, estimating, bargaining). Although this is a very simple summary of a complex theory in which there are numerous variables specifying the above ideas, the three central components of the theory are present (benefits, contributions, and available alternatives).<sup>86</sup>

These basic explanatory principles, or "laws," are intended to explain in a deductive manner human social organization. The fact

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<sup>84</sup>Turner, op. cit., p. 237.

<sup>85</sup>Homans, op. cit.

<sup>86</sup>For a more detailed discussion of exchange theory see Homans (1961), and J. W. Thibaut and H. H. Kelley, The Social Psychology of Groups (New York: Wiley, 1959).

that they are very psychological in nature has evoked criticism from other social sciences. In attempting to answer critics, Homans claimed that "all sociological propositions were reducible to psychological principles."<sup>87</sup> To support this claim, Homans outlined a "deductive" system reducing the findings of Hilda Golden's classical study (in which she found that literacy and industrialization were always highly correlated) to basic psychological principles. In this effort, the initial high order propositions, derived from his axioms were:

1. Men are more likely to perform an activity, the more valuable they perceive the reward of that activity to be.

2. Men are more likely to perform an activity, the more successful they perceive the activity to be in getting that reward.<sup>88</sup>

In this manner Homans was confident that he had reduced sociological generalizations to psychological principles.<sup>89</sup>

By focusing on this 'deductive system' of Homans, a viable model can be developed demonstrating the applicability of the first two propositions to a study of instrumental and expressive voluntary organizations in two rural counties of South Dakota.

Figure 1 portrays a model that posits "leadership" in a voluntary association as a condition which limits the model to leaders rather

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<sup>87</sup>George C. Homans, "Commentary," Sociological Inquiry (Vol. 34, Spring, 1964), p. 229.

<sup>88</sup>George C. Homans, "Reply to Blain," Sociological Inquiry (Vol. 41, Winter, 1971), p. 23.

<sup>89</sup>Ibid.

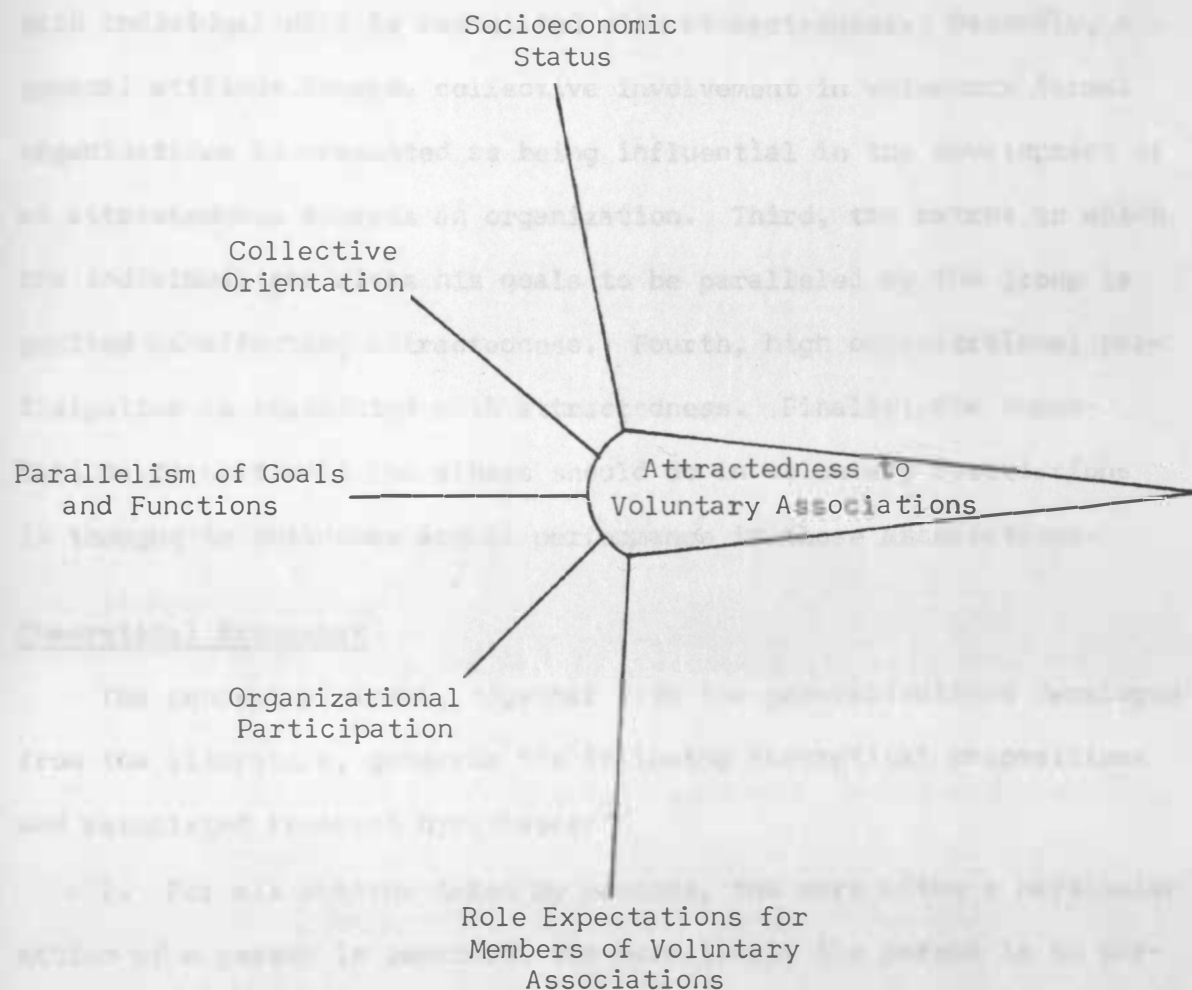


Fig. 1. Correlates of leader attractedness to voluntary associations.

than uses leadership as a variable. Here we are treating only those individuals who are leaders of at least one voluntary organization. At the outset, it is anticipated that the socioeconomic position of each individual will be associated with attractedness. Secondly, a general attitude towards collective involvement in voluntary formal organizations is presented as being influential in the development of an attractedness towards an organization. Third, the extent to which the individual perceives his goals to be paralleled by the group is posited as affecting attractedness. Fourth, high organizational participation is associated with attractedness. Finally, the expectations of what self and others should do in voluntary associations is thought to influence actual performance in those associations.

### Theoretical Framework

The conceptual model, together with the generalizations developed from the literature, generate the following theoretical propositions and associated research hypotheses:<sup>90</sup>

1. For all actions taken by persons, the more often a particular action of a person is rewarded, the more likely the person is to perform that action.<sup>91</sup>

2. Voluntary associations are affiliations whose rewards and exactions are variantly perceived by members.

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<sup>90</sup>Hans L. Zetterberg, On Theory and Verification in Sociology, 3rd ed. (Totawata, N. J.: Bedminster Press, 1965), p. 88.

<sup>91</sup>Homans, Social Behavior: Its Elementary Forms, p. 16.

3. Willingness to fulfill perceived associational exactions reflects a members attractedness to the voluntary association.

4. Therefore, the attractedness of members to volunteer associations is a function of the benefits provided by the association, the contributions exacted by the organization, and the alternatives to participation the members perceives as available.

5. Leaders of volunteer groups are also members.

6. Consequently, leaders will be more attracted to voluntary associations the more they perceive the associations to provide benefits commensurate with or greater than the contributions exacted from the leaders.

7. Participation in voluntary associations is more rewarding for leaders:

- A. Representing higher socioeconomic statuses than for those in lower.
- B. With higher collective orientations than for those with lower.
- C. Who perceive the goals of voluntary associations to be parallel to personal goals.
- D. Who feel greater need to participate in voluntary associations.
- E. Whose self-expectations are congruent with group specified expectations.

8. Attendance at meetings, efforts at new member recruitment, and initiation of new policies within voluntary associations are manifestations of attractedness.

9. Therefore, variant socioeconomic statuses, collective orientation, parallelisms between personal and group goals on an instrumental-expressive continuum, levels of participation in voluntary associations, and extents of congruence between self and group expectations will help explain variations in a leaders degree of attractedness to voluntary associations, when measured as specified in Chapter IV.

## CHAPTER IV

### METHODOLOGY

This chapter discusses the research methodology; specifically the unit of analysis, data collection, a discussion of the data, procedures for analysis, and operational definitions of the dependent and independent variables.

#### Unit of Analysis

The unit of analysis in this study is the respective leader of specified voluntary associations in Fall River and Meade counties, excluding church and political groups.

#### Data Collection

The interview schedule. Data were collected by a team of interviewers using a schedule composed for the purpose (see Appendix B). The data for this research paper were taken from a larger research project conducted by the Rural Sociology Department, South Dakota State University.

A standard interview technique was used in which a respondent was contacted in person and requested to respond orally to questions and statements by the interviewer. The schedule was pretested in a rural county in eastern South Dakota and revised according to suggestions from interviewers, respondents, and observation of the responses.

The sample. Where possible, two of the top three officers of all voluntary associations in Fall River and Meade Counties were used



(n=212). Therefore, the sampling framework is two of the top three officers of the specified voluntary associations in Fall River and Meade counties. An attempt was made by the interviewer to obtain the first two officers of each organization as the respondent; however, if this was not possible or appropriate, then another officer was used as the respondent. Of the respondents interviewed, all were actually the top officers of each organization.

#### The Data

Data collected include:

1. Face sheet data, including the respondent's age, sex, residence, education level, occupation, income, household characteristics, marital status, and organizational participation.

2. Attitudes towards collective involvement, individual perception of goals and functions of voluntary associations, role expectations, role performance, and perceptions of specific benefits received from participation in voluntary associations. Attitudes were measured using a seven-point Likert scale. An interviewer read a stimulus statement to which the interviewee responded by indicating his extent of agreement or disagreement. To facilitate the response, the respondents were given a card with the following responses:

1. Strongly Disagree.
2. Disagree.
3. Somewhat Disagree.
4. Undecided.

5. Somewhat Agree.
6. Agree.
7. Strongly Agree.

The numerical value for each response chosen from the card by the interviewee was then recorded and considered to be the measure of his/her agreement with that stimulus statement.

3. Behavioral measures relative to the respondents actual attendance at meetings, actual participation in the organizations, and any specific benefits they perceived to be gained from participation in the voluntary associations.

#### Procedures for Analysis

The resulting data were coded and recorded on I.B.M. punch cards following standard approved procedures.

The data were retrieved to:

1. Provide information relative to the characteristics of volunteer service organizations in the two counties.
2. Provide a descriptive analysis of the attitudes of the community leaders (i.e., officers of voluntary associations) in two counties in South Dakota.
3. Identify those factors which are significantly associated with attitudes towards involvement and participation in community voluntary associations. The variables used for tests of difference will be specified in Chapter V.
4. Determine the extent to which the specified factors help explain the observed variation in attitudes of leaders in being

attracted to and remaining in voluntary associations in the specified counties. The variables for this objective are specified below.

#### Dependent Variable

The dependent variable, attractedness, was the actual role performance of the leader as measured by summing:

1. The proportion of regular meetings attended by the leader during the past year.
2. The number of new members recruited by the leader in the past 24 months.
3. The number of new policies or programs initiated by the leader in his organization in the past two years.

#### Independent Variables

X<sub>1</sub>. Socioeconomic status, measured by years of completed formal education. Due to the large numbers of low-income retired residents and farmers and ranchers, income and occupation were rejected as measures.

X<sub>2</sub>. Collective orientation, measured by summing responses to eight Likert-type statements modified from the Webb General Attitudes Towards Collective Involvement Scale.<sup>92</sup>

X<sub>3</sub>. Perceived parallelism of goals and functions, measured by summing responses to six Likert-type statements modified from the

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<sup>92</sup>Vincent J. Webb, Behavioral Involvement in the Jefferson Reservoir Issue: A Model of Alternative Forms of Involvement (unpublished Ph.D. dissertation, 1972, Iowa State University, Ames, Ia.).

Jacoby Similarity of Individual Goals and Perceived Voluntary Association Function Scale.<sup>93</sup>

X<sub>4</sub>. Extent to which the group headed by the leader is either instrumental or expressive, measured by classifying the group as either instrumental, instrumental-expressive, or expressive.

X<sub>5</sub>. Organizational participation, measured by summing the total number of:

1. Organizations in which the respondent was a member the past year.
2. Organizations in which the respondent attended meetings the past year.
3. Offices previously or currently held in those organizations.<sup>94</sup>

X<sub>6</sub>. Role expectations of leader for group members, measured by summing responses to four Likert-type statements modified from the Rogers Perceived Role Performance Index.<sup>95</sup>

#### Null Hypothesis

The null-hypothesis was formulated as follows:

The set of independent variables X<sub>1</sub>, X<sub>2</sub>, ... X<sub>6</sub> will not help explain the observed variation in the dependent variable, when variables are defined as specified.

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<sup>93</sup>Jacoby, op. cit., p. 169.

<sup>94</sup>The scale scores ranged from 0-45, mean=4.00, median=2.60, mode=0.00, standard deviation=4.67. The standardized item alpha = 0.88136.

<sup>95</sup>Rogers, et al., op. cit., p. 187.

### Descriptive Analysis

Frequency, mean, and percentage data (marginals) were obtained indicating the responses for each of the selected attitudes, and reported in appropriate tables.

### Chi-square Analysis

Cross tabulations were compiled, reporting the relation of the selected variables to the respondent's attitudes.

Tables reporting cross tabulated material were prepared, analyzed, and tested for significance. The chi-square test of difference, with a significance level of 0.05, was used.

### Multiple Regression Analysis

A least squares multiple regression analysis was used to test the association between each dependent variable and the selected set of independent variables. Multiple regression is a method of analyzing the collective and separate contributions of two or more independent variables to the variation of a dependent variable. It helps "explain" the variance of the dependent variables.<sup>96</sup> Multiple regression may be used for " . . . the selection of the minimum number of variables necessary to account for much of the variance accounted for by the total set."<sup>97</sup> The least squares approach used for this

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<sup>96</sup>Fred N. Kerlinger and Elazar J. Pedhazur, Multiple Regression in Behavioral Research (New York: Holt, Rinehart and Winston, Inc., 1973), pp. 3-4.

<sup>97</sup>Ibid., p. 285.

study is properly called the "forward solution procedure." The forward solution procedure inserts "variables in turn until the regression equation is satisfactory. The order of insertion is determined by using the partial correlation coefficient as a measure of the variables not yet in the equation."<sup>98</sup> That is, the forward solution method of multiple regression yields a rank order of the independent variables in association with the dependent variable while considering the effects of the other variables in the set. The rank order is according to the amount of variation explained by each independent variable from the most to the least. The multiple regression equation is stated as:

$$Y = a + b_1X_1 + b_2X_2 + \dots + b_kX_k$$

where Y is the predicted value of the independent variable, a is the intercept constant (the Y-intercept), and  $b_1, b_2, \dots, b_k$  are regression coefficients associated with the independent variables

$X_1, X_2, \dots, X_k$ .<sup>99</sup>

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<sup>98</sup>N. R. Draper and H. Smith, Applied Regression Analysis (New York: John Wiley and Sons, Inc., 1966), p. 171.

<sup>99</sup>Kerlinger, op. cit., pp. 29-30.

## CHAPTER V

### FINDINGS OF THE STUDY

This chapter discusses the findings relative to this study. In the first section, data regarding number and types of voluntary organizations will be reported. The second section will describe the various demographic characteristics of the leaders of those voluntary associations. Furthermore, descriptive findings about respondents' social status, collective orientation, perceptual attractiveness, perceptual attractiveness to instrumental or expressive voluntary associations, and role performance will be noted.

The last section will analyze the association among the stated variables, and a multiple regression forward solution analysis will outline the 'explained' variance of each variable.

#### Number and Types of Voluntary Service Organizations

One objective of this study was to identify the various service organizations in Fall River and Meade counties in South Dakota and to determine their functions.

In the two counties there are some 127 organizations serving numerous human and community needs (Table 1). Over one-fourth of the total are adult education groups. Farmer associations constitute almost 10 percent, a distant second in the rankings, followed by county boards and government groups.

TABLE 1

TYPES OF VOLUNTEER SERVICE ORGANIZATIONS,  
BY NUMBER AND PERCENTAGE

Category	Number	Percentage
Service Clubs	8	6.3
Chamber of Commerce	3	2.4
Junior Chamber of Commerce	1	0.8
Jayceetes	1	0.8
Farmers Associations	12	9.4
Professional Associations	2	1.6
Patriotic and Veterans	10	7.9
Veterans Auxiliary	5	3.9
County Boards and Government	11	8.7
City Boards and Government	7	5.5
Adult Education Groups	33	25.2
Greek Letter Groups	3	2.4
Fraternal Lodges	6	4.7
Lodge Auxiliary	9	7.1
Athletic Groups	1	0.8
Hobby Groups	2	1.6
Senior Citizen	6	4.7
Study and Forum Groups	1	0.8
Arts Councils	1	0.8
Literary Societies	2	1.6
Historical Societies	1	0.8
Community Health Groups	2	1.6
Totals	127	100.0



The organizations are centered in the county seat communities. Sturgis and Hot Springs lead the list of towns and villages having voluntary service organizations, with 34.6 percent and 29.9 percent, respectively (Table 2).

TABLE 2

VOLUNTARY SERVICE ORGANIZATIONS, BY LOCATION  
OF NUMBER AND PERCENTAGE

City	Number	Percentage
Sturgis	44	34.6
Rapid City	1	0.8
Stoneville	2	1.6
Union Center	2	1.6
New Underwood	3	2.4
Herford	2	1.6
Piedmont	2	1.6
Opal	2	1.6
Plainview	1	0.8
Enning	1	0.8
Vale	1	0.8
Hot Springs	38	29.9
Oelrichs	8	6.3
Oral	4	3.1
Edgemont	15	11.8
Chadron	1	0.8
Totals	127	100.0

Voluntary associations vary in their procedures. This appears especially salient in terms of the number of meetings they require of their members to attend. Monthly meetings throughout the year (including the excluded summer meetings) account for nearly two-thirds of the organizations enumerated (Table 3).

TABLE 3  
FREQUENCY OF MEETINGS BY NUMBER AND PERCENTAGE

Number of Regular Meetings	Number	Percentage
Weekly	9	7.1
Biweekly	15	11.8
Monthly	52	40.9
Monthly (except summer)	26	20.5
Bimonthly	11	8.7
Bimonthly (except summer)	4	3.1
Quarterly	8	6.3
Annually	2	1.6
Totals	127	100.0

The range of membership also varies, from three groups with only three members, to one organization with 670 members (Table 4). The median number of members is 28, and two-thirds have 50 members or less.

TABLE 4

MEMBERSHIP SIZE OF VOLUNTARY SERVICE ORGANIZATIONS,  
BY NUMBER AND PERCENTAGE

Members	Number	Percentage
0-50	86	67.7
51-100	15	11.8
101-150	6	4.0
151-200	6	4.7
201-250	4	2.9
251-300	3	2.4
301-350	2	1.6
351-400	1	0.8
401-450	0	0
451-500	0	0
501-550	0	0
551-600	2	1.6
601-650	0	0
651-700	1	0.8
Totals	127	100.0

When examined for membership by sex, 'all-female' organizations predominate in the two counties and account for 48 percent of the total (Table 5).

TABLE 5

SEX RATIO OF MEMBERSHIP OF ORGANIZATIONS,  
BY NUMBER AND PERCENTAGE

Sex	Number	Percentage
Male	31	24.4
Female	61	48.0
Male and Female	35	27.6
Totals	217	100.0

Table 6 reports on membership in terms of rural-urban residence. Most organizations reported membership from both town and country. In fact, for this sample the town-country total is two-thirds (66.9 percent).

TABLE 6

RESIDENCE DISTRIBUTION OF MEMBERS,  
BY NUMBER AND PERCENTAGE

Residence	Number	Percentage
Town	21	16.5
Country	21	16.5
Town and Country	85	66.9
Totals	127	100.0

### Summary

Volunteer service organizations in Fall River and Meade counties vary by type and membership characteristics. Educational groups, farmers' associations, county boards, and patriotic and veteran groups comprise more than 50 percent of the 127 organizations. The service groups are centered in the county seats, tend to meet monthly, have 50 members or less, and are selective of females. Members reside in both the towns and the open country.

### Characteristics of Leaders

Also relevant to this study are the demographic characteristics of the leaders of the various groups. This section discusses some selected factors.

Most of the leaders are married, in fact, 85.6 percent (Table 7).

TABLE 7

#### MARITAL STATUS OF LEADERS OF ORGANIZATIONS, BY NUMBER AND PERCENTAGE

Single	Number	Percentage
Single	3	1.5
Married	167	85.6
Separated or Divorced	3	1.5
Widowed	22	11.3
Totals	195	100.0

The age range for leaders varies from 23 years to 79 years, with 64.6 percent of the leaders between the ages 31 and 60 (Table 8).

TABLE 8  
AGE COMPOSITION OF LEADERS OF ORGANIZATIONS,  
BY NUMBER AND PERCENTAGE

Category	Number	Percentage
20-30	20	10.3
31-40	39	20.0
41-50	40	20.5
51-60	47	24.1
61-70	32	16.4
71-80	16	8.2
Totals	195	100.0

Half of the leaders of the voluntary organizations in Fall River and Meade Counties have completed high school and almost one-third have some college education (Table 9).

TABLE 9  
HIGHEST FORMAL EDUCATION COMPLETED OF LEADERS,  
BY NUMBER AND PERCENTAGE

Years of School	Number	Percentage
Some Grade School	2	1.0
Completed Grade School	8	4.1
Some High School	13	6.7
Completed High School	53	27.2
Post High School Training	14	7.2
Some College	59	30.3
College Degree	24	12.3
Graduate Work	11	5.6
Graduate Degree	11	5.6
Totals	195	100.0

Those who lead the associations in Fall River and Meade counties are principally professionals or owners of productive property (35.1 percent). As noted earlier, nearly one-half of the associations are exclusive only to females; thus, 31.3 percent are homemaker-housewives. This fact would seem to be germane to the study, though not conclusive, as some women work outside the home (Table 10).

TABLE 10  
OCCUPATIONS OF LEADERS OF ORGANIZATIONS,  
BY NUMBER AND PERCENTAGE

Type of Occupation	Number	Percentage
Professional and Technical	33	16.9
Farm, Ranch Manager	37	19.0
Clerical and Kindred	15	7.7
Craft Foreman and Kindred	4	2.1
Sales	7	3.6
Operatives and Kindred	3	1.5
Service	6	3.1
Laborers	2	1.0
Retired, Unemployed	27	13.8
Homemaker, Housewife	61	31.3
Totals	195	100.0

Table 11 shows that the majority (53.8 percent) of the leaders of the voluntary organizations reside in towns of over 2,500 in population, and Table 12 reports the leaders length of residence. Over one-half have lived in the community 20 years or less.



TABLE 11

RESIDENCE OF LEADERS OF ORGANIZATIONS,  
BY NUMBER AND PERCENTAGE

Population Area	Number	Percentage
City of 2,500 or more	105	53.8
Town less than 2,500	34	17.4
Rural Non-farm	12	6.2
Farm Operation	44	22.6
Totals	195	100.0

TABLE 12

NUMBER OF YEARS IN COMMUNITY, LEADERS OF ORGANIZATIONS  
BY NUMBER AND PERCENTAGE

Number of Years in Community	Number	Percentage
0-10	61	31.3
11-20	39	20.0
21-30	41	21.0
31-40	18	9.2
41-50	15	7.7
51-60	15	7.7
61-70	5	2.6
71-80	1	0.5
Totals	195	100.0

### Summary

Leaders of volunteer organizations in Fall River and Meade Counties generally are married, middle-aged persons with high school and college level formal educations who represent upper-level occupations and have resided for some time in the county seats.

### Attitudes Towards Collective Involvement

An aspect of this study concerned the respondents' views on the viability of voluntary organizations. Essentially, the theme throughout the questions was: "Can people act collectively and attain their stated goals?"

Generally, the data indicates that leaders have positive orientations to collective entities. Table 13 reports the response to eight statements regarding collective involvement. The respondents agreed substantially with all but two statements: they were somewhat divided as to whether organized groups tend to be cliquish, and they tended to agree that one problem with organized groups is that few members have most of the say regarding the organization's activities.

### Instrumental-Expressive Function

Table 14 reports the extent leaders perceived their group to be primarily instrumental or expressive in function. Statements A, B, E, and F deal with the expressive dimension and C and D are concerned with the instrumental dimension.

TABLE 13

RESPONSES TO STATEMENTS REGARDING ATTITUDES TOWARDS COLLECTIVE INVOLVEMENT, BY NUMBER AND PERCENTAGE

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Unde- cided	Somewhat Agree	Agree	Strongly Agree
A. "Most community groups are more interested in having a good time than in solving local problems."	11 (5.6)	84 (43.1)	41 (21.0)	8 (4.1)	35 (17.9)	14 (7.2)	2 (1.0)
B. "Organized groups tend to be cliquish."	2 (1.0)	49 (25.1)	34 (17.4)	15 (7.7)	59 (30.3)	33 (16.9)	3 (1.5)
C. "Most community groups are not very democratic in the way they are run."	6 (3.1)	88 (45.1)	32 (16.4)	17 (8.7)	35 (17.9)	15 (7.7)	2 (1.0)
D. "Leaders of most organized groups have a way of using members for their own selfish purposes."	20 (10.3)	104 (53.3)	29 (14.9)	11 (5.6)	23 (11.8)	8 (4.1)	0 (0.0)
E. "One problem with organized groups is that usually a few members have most of the say about what the organization does."	2 (1.0)	36 (18.5)	32 (16.4)	6 (3.1)	50 (25.6)	60 (30.8)	9 (4.6)
F. "Members of organized groups can, through their leadership, have an effective voice in local affairs."	0 (0.0)	1 (0.5)	2 (1.0)	0 (0.0)	15 (7.7)	153 (78.5)	24 (12.3)
G. "Organized groups usually have a great influence in local affairs."	0 (0.0)	2 (1.0)	4 (2.1)	6 (3.1)	54 (27.7)	116 (59.5)	13 (6.7)
H. "For the most part, community groups truly reflect the views of their individual members."	0 (0.0)	5 (2.6)	15 (7.7)	5 (2.6)	49 (25.1)	120 (61.5)	1 (0.5)

TABLE 14  
RESPONSES TO STATEMENTS REGARDING LEADERS PERCEPTION OF INSTRUMENTAL-EXPRESSIVE  
FUNCTIONS OF ORGANIZATIONS, BY NUMBER AND PERCENTAGE

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Unde- cided	Somewhat Agree	Agree	Strongly Agree
A. "At least some of the important activities of the organization are concerned with members of the group pretty exclusively."	10 (5.1)	44 (22.6)	14 (7.2)	10 (5.1)	32 (16.4)	80 (41.0)	5 (2.6)
B. "Some of the activities of this organization allow me to let myself go and have some real fun."	2 (1.0)	30 (15.4)	10 (5.1)	7 (3.6)	29 (14.9)	105 (53.8)	12 (6.2)
C. "One of the main purposes of this group is to promote activities for members and others interested in these activities."	1 (0.5)	20 (10.3)	8 (4.1)	6 (3.1)	20 (10.3)	122 (62.6)	18 (9.2)
D. "One reason why I participate in the activities of this group is because the group seeks to bring about goals which I consider desirable."	0 (0.0)	1 (0.5)	3 (1.5)	1 (0.5)	11 (5.6)	126 (64.6)	53 (27.2)
E. "Taking part in the activities of the organization is fun in itself. I get a big kick out of doing these things."	1 (0.5)	9 (4.6)	10 (5.1)	4 (2.1)	39 (20.0)	111 (56.9)	21 (10.8)
F. "I take part in the club's activities just for the sake of participating. I really enjoy doing things with this group."	1 (0.5)	30 (15.4)	16 (8.2)	12 (6.2)	28 (14.4)	95 (48.7)	13 (6.7)

Most leaders perceive their organizations to be instrumental in dimension. Over 80 percent felt their organization has as one of its main purposes the promotion of activities for members and others, and nearly all leaders agreed that they participated in the activities of their organization because their group sought goals they considered desirable.

Leaders also perceived their organizations to be primarily expressive. Seventy percent felt their group activities were enjoyable, three fourths claimed the group provided real fun, and nearly 90 percent saw activities as fun in themselves. Sixty percent felt the important activities of the group focused on members' needs pretty exclusively.

#### Attitudes Towards Ideal Role Performance in Voluntary Organizations

Table 15 reports the responses to statements concerned with norms common to most voluntary associations. They measure whether the individual agrees or disagrees with certain standards held to characterize a good member, and are an indication of what leaders feel members should do in an organization like theirs. Nearly all respondents agreed that ideal role performance would include regular attendance at meetings, recruiting new members, pay dues willingly, and working on projects.

TABLE 15

RESPONSES TO STATEMENTS REGARDING ATTITUDES TOWARDS IDEAL ROLE PERFORMANCE,  
BY NUMBER AND PERCENTAGE

Statement	Strongly Disagree	Disagree	Somewhat Disagree	Unde- cided	Somewhat Agree	Agree	Strongly Agree
A. "It's very important that members attend meetings regularly."	0 (0.0)	1 (0.5)	2 (1.0)	2 (1.0)	13 (6.7)	122 (62.6)	55 (28.2)
B. "Good club members get others to join each year."	0 (0.0)	4 (2.1)	4 (2.1)	5 (2.6)	24 (12.3)	134 (68.7)	24 (12.3)
C. "All members of an organization should work on projects and activities."	0 (0.0)	6 (3.1)	15 (7.7)	1 (0.5)	25 (12.8)	108 (55.4)	40 (20.5)
D. "Club members should willingly pay special assessments and dues."	0 (0.0)	4 (2.1)	6 (3.1)	10 (5.1)	23 (11.8)	125 (64.1)	27 (13.8)

Attitudes Towards Actual Role Behavior  
in Voluntary Organizations

A second set of questions explored the vital area of attitudes and behavior. It examines the question as to whether leaders actually behave themselves in the ways they have expressed as desirable. In the first area, attendance at meetings, the findings appear to be conclusive. Regarding the proportion of meetings attended, nearly 65 percent were at 80 percent of the meetings required by the organizations (Table 16). It appears in this area that behavior and attitude would correlate highly.

TABLE 16

ATTENDANCE AT MEETINGS BY LEADERS,  
 BY NUMBER AND PERCENTAGE

Percentage of Meetings Attended	Number of Leaders	Percentage of Leaders
0-10	5	2.6
11-20	1	0.5
21-30	2	1.0
31-40	5	2.5
41-50	8	4.1
51-60	8	4.1
61-70	17	8.7
71-80	22	11.3
81-90	35	17.9
91-100	92	47.1
Totals	195	100.0

When leader performance is examined for recruitment efforts, however, 40 percent indicated they had recruited no new members the past 24 months and two-thirds recruited one or less (Table 17). Leader performance in this area does not appear congruent with expectations for members.

TABLE 17

NUMBER OF PERSONS RECRUITED BY LEADERS,  
BY NUMBER AND PERCENTAGE

Number of People Recruited	Number of Leaders	Percentage of Leaders
0-5	154	79.0
6-10	26	13.3
11 or more	15	7.7
Totals	195	100.0

In the area of policy initiation, nearly two-thirds of the leaders reported they initiated less than one policy during the past year, and over one-third had not originated any new ideas in the preceeding 24 months.



TABLE 18

NUMBER OF POLICIES INITIATED BY LEADERS,  
BY NUMBER AND PERCENTAGE

Number of Policies Initiated	Number of Leaders	Percentage of Leaders
0-5	171	87.7
6-10	14	7.2
11 or more	10	5.1
Totals	195	100.0

### Summary

Generally leaders of volunteer organizations in Fall River and Meade counties have positive sentiments about collective involvement, perceive their organization to fulfill both instrumental and expressive functions, define ideal role performance to include regular attendance, recruiting new members, paying dues willingly, working on projects, and manifest actual behavior in terms of attendance at meetings congruent with their expectations for members.

### Extent of Participation Compared

This section analyzes how the extent of participation by leaders in voluntary service organizations varies in Fall River and Meade counties when examined according to selected characteristics of the respondents. When the respondents are classified into groups for analysis according to specified characteristics, the aim is to sort

them into distinct categories and then compare the participation representative of the various groups for possible differences. This type of analysis is done to provide additional answers to the question, "How do leaders in Fall River and Meade counties vary in their participation in voluntary service organizations?"

Variables. For comparison purposes, the various characteristics of the leaders were measured and classified as follows:

1. Sex: male or female.
2. Race: white or nonwhite.<sup>100</sup>
3. Age: 20-34; 35-49; 50-64; 65 and over.
4. Marital Status: single; married; separated-divorced; widowed.<sup>101</sup>
5. Leadership of a group classified as instrumental, instrumental-expressive, or expressive.
6. Attitudes towards collective organization.
7. Attitudes towards own collective organization as meeting personal needs.
8. Urban-Rural Residence: city, 2,500 and over; rural non-farm; and farm operator.
9. Attitudes towards ideal and actual role performance in association.

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<sup>100</sup>Although race was considered, no variance existed by race in that all respondents were white. Consequently, race was not used as a factor for analysis.

<sup>101</sup>Although marital status was considered, no variance was observed (almost all married), thus, tests were not run.

10. Socioeconomic Status: college graduate, post-high school training, high school graduate, less than high school.

11. Extent of participation in community organizations.

For purposes of analysis, the variables 1-5, 8, and 10 were presumed to be independent and were tested for possible association with variant attitudes towards voluntary service organizations; namely, variables 6, 7, 9, and 11.

Procedure for reporting findings. The procedure for reporting the findings is as follows:

1. A hypothesis related to each independent variable and appropriate dependent variable will be stated in null form for purposes of testing.

2. Contingency tables with appropriate Chi-square values will be presented where significant differences between variables were found to exist.

3. The findings will be discussed.

The Chi-square test is used to evaluate whether or not frequencies that have been empirically obtained differ significantly from those which would be expected. The expected values for each cell will be computed under the assumption that the null hypothesis is true.

The Chi-square formula is given as follows:

$$\chi^2 = \frac{(\text{observed} - \text{expected})^2}{\text{expected}}$$

It should be noted that tables and interpretations will be given only for those associations significant at 0.05.

### Collective Orientation

One question of interest for this study regarded the attitudes of the leaders of the voluntary service organizations towards groups as an effective and viable means of accomplishing objectives and goals as well as meeting personal needs. A modification of the Webb Collective Orientation Scale<sup>102</sup> was developed in order to measure the collective orientation of the leaders of the voluntary service organizations in the counties specified. The scale consisted of eight statements:

1. "Most community groups are more interested in having a good time than in solving local problems."
2. "Organized groups tend to be cliquish."
3. "Most community groups are not very democratic in the way they are run."
4. "Leaders of most organized groups have a way of using members for their own selfish purposes."
5. "One problem with organized groups is that usually a few members have most of the say about what the organization does."
6. "Members of organized groups can, through their leadership, have an effective voice in local affairs."

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<sup>102</sup>Webb, op. cit. The standardized item alpha = 0.67437.

7. "Organized groups usually have a great deal of influence in local affairs."

8. "For the most part, community groups truly reflect the views of their individual members."

The numerical values assigned to each response were revised for negatively phrased statements. The values were then summed to calculate the total scale score.

For purposes of testing, the following hypothesis was formulated:

Null Hypothesis 1. In response to the scale, "Collective Orientation," no significant differences will occur by sex, age, education, rural-urban residence, or leadership in instrumental or expressive voluntary service organizations.

Significant differences were noted however by sex, instrumental or expressive voluntary service organization membership, and educational level (Tables 19-21).

Females had a higher score than males in terms of collective involvement as a means to accomplish goals. Those with higher formal education also had higher collective orientation scores. Membership in instrumental groups appeared to be associated with more positive collective orientations by the leaders than membership in expressive or instrumental-expressive organizations.

#### Organizational Perception

Another question of interest is concerned with the extent to which the respondents perceive their organizations fulfilling their personal needs and objectives.

TABLE 19  
COLLECTIVE ORIENTATION BY SEX

Collective Orientation	Sex	
	Male	Female
Very High	6 (8.3)	35 (28.5)
High	21 (29.2)	25 (20.3)
Moderate	23 (31.9)	35 (28.5)
Low	22 (30.6)	28 (22.8)
Totals	72 (100.0)	123 (100.0)
$\chi^2 = 11.51176$ d.f. = 3                      p = 0.05		

TABLE 20  
COLLECTIVE ORIENTATION BY EDUCATION

Collective Orientation	Not High School Graduate	High School Graduate	Post High School Training	College Graduate
Very High	1 (4.3)	14 (26.4)	20 (27.4)	6 (13.0)
High	6 (26.1)	13 (24.5)	19 (26.0)	8 (17.4)
Moderate	3 (13.0)	9 (17.0)	25 (34.2)	21 (45.7)
Low	13 (56.5)	17 (32.1)	9 (12.3)	11 (23.9)
Totals	23 (100.0)	53 (100.0)	73 (100.0)	46 (100.0)
$\chi^2 = 31.57127$ d.f. = 9                      p = 0.05				

TABLE 21

COLLECTIVE ORIENTATION BY LEADERSHIP IN INSTRUMENTAL  
OR EXPRESSIVE GROUPS

Collective Orientation	Instrumental	Expressive	Instrumental- Expressive
Very High	11 (11.6)	25 (30.1)	5 (29.4)
High	29 (30.5)	16 (19.3)	1 (5.9)
Moderate	30 (31.6)	20 (24.1)	8 (47.1)
Low	25 (26.3)	22 (26.5)	3 (17.6)
Totals	95 (100.0)	83 (100.0)	17 (100.0)

$$\chi^2 = 15.89363$$

$$d.f. = 6$$

$$p = 0.05$$

To answer this question, a scale was developed based on an earlier scale used by Jacoby<sup>103</sup> pertaining to the perception of the similarity of personal goals and needs with stated functions of voluntary associations. The scale consisted of six Likert-type items of which two were instrumentally oriented and four were expressively oriented. The statements were:

1. "At least some of the important activities of the organization are concerned with members of the group pretty exclusively."

<sup>103</sup>Jacoby, op. cit. The standardized item alpha = 0.53916.

2. "Some of the activities of this organization allow me to let myself go and have some real fun."

3. "One of the main purposes of this group is to promote activities for members and others interested in these activities."

4. "One reason why I participated in the activities of this group is because the group seeks to bring about goals which I consider desirable."

5. "Taking part in the activities of the organization is fun in itself. I get a big kick out of doing these things."

6. "I take part in the club's activities just for the sake of participating. I really enjoy doing things with this group."

Items 3 and 4 are considered instrumental-oriented items, and items 1, 2, 5, and 6 are considered expressive-oriented items.<sup>104</sup> As before, the values for negative items were revised and summed to calculate the total scale score.

For purposes of testing, it was hypothesized that:

Null Hypothesis 2. In response to the scale, "Organizational Perception," no significant differences will occur by sex, age, education, rural-urban residence, or leadership in instrumental or expressive voluntary service organizations.

Significant differences in the extent to which respondents agreed or disagreed that the voluntary organizations were meeting personal

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<sup>104</sup>Ibid.



needs were found to exist by county, sex, and membership in either instrumental or expressive groups (Tables 22-24).

TABLE 22

ORGANIZATIONAL PERCEPTION BY COUNTY  
OF RESIDENCE

Organizational Perception	Fall River	Meade
Very High	31 (28.7)	40 (46.0)
High	27 (25.0)	13 (14.9)
Moderate	23 (21.3)	21 (24.1)
Low	27 (25.0)	13 (14.9)
Totals	108 (100.0)	87 (100.0)
$\chi^2 = 8.87312$		
d.f. = 3		
p = 0.05		

TABLE 23

## ORGANIZATIONAL PERCEPTION BY SEX

Organizational Perception	Sex	
	Male	Female
Very High	36 (50.0)	35 (28.5)
High	13 (18.1)	27 (22.0)
Moderate	14 (19.4)	30 (24.4)
Low	9 (12.5)	31 (25.2)
Totals	72 (100.0)	123 (100.0)
$\chi^2 = 10.19089$ <span style="margin-left: 150px;"><math>d.f. = 3</math></span> <span style="float: right;"><math>p = 0.05</math></span>		

TABLE 24

ORGANIZATIONAL PERCEPTION BY MEMBERSHIP IN  
INSTRUMENTAL OR EXPRESSIVE GROUPS

Organizational Perception	Instrumental	Expressive	Instrumental-Expressive
Very High	48 (50.5)	19 (22.9)	4 (23.5)
High	17 (17.9)	18 (21.7)	5 (29.4)
Moderate	19 (20.0)	22 (26.5)	3 (17.6)
Low	11 (11.6)	24 (28.9)	5 (29.4)
Totals	95 (100.0)	83 (100.0)	17 (100.0)
$\chi^2 = 19.40947$ <span style="margin-left: 150px;"><math>d.f. = 6</math></span> <span style="float: right;"><math>p = 0.05</math></span>			

Those respondents in Meade County were more in agreement with the perception of the organizations' goals and their own personal orientation than those of Fall River County.

As pertains to sex differences, the female respondents did not agree as strongly as the males as to the adequacy of their organizations' need-fulfilling functions.

Those respondents from the instrumental groups appeared to be more in agreement with their perception of the group and its ability to meet their personal needs.

#### Attitudes Towards Role Performance

This study was also concerned with the attitudes of the respondents towards the question: "What should good members (leaders) of an organization do for their group?"

To answer that question, a role preference index was designed, based upon Rogers,<sup>105</sup> to assess what the leaders felt were desirable activities for group members. The scale consisted of four Likert-type items:

1. "It's very important that members attend meetings regularly."
2. "Good club members get others to join each year."
3. "All members of an organization should work on projects and activities."
4. "Club members should willingly pay special assessments and dues."

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<sup>105</sup>Rogers, op. cit. The standardized item alpha = 0.38719.

Again, the respondents selected the response that best indicated their extent of agreement or disagreement with each statement, and the responses were summed to calculate the total scale score.

For comparison purposes, the respondents were classified as possessing low, moderate, high, or very high sentiments regarding the desirability of certain role performance traits.

The following was hypothesized:

Null Hypothesis 3. In response to the index, "Role Preference Traits," no significant differences will occur by sex, age, education, rural-urban residence, or leadership in instrumental or expressive voluntary service organizations.

Significant differences in the extent to which respondents agreed or disagreed as to the desirability of role performance traits were found to exist by education (Table 25).

As might be expected, those with more formal education (post high school training and college graduates) had a higher agreement with the statements regarding normative role expectations than those with less formal education.

#### Participation in Community Organizations

Analyses were conducted to determine the effect of participation in community organizations on the attitudes of the respondents towards voluntary service organizations. An index<sup>106</sup> was developed and tested

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<sup>106</sup>The standardized item alpha = 0.88136.

TABLE 25

ATTITUDES TOWARDS ROLE PERFORMANCE TRAITS BY  
EDUCATION OF RESPONDENTS

Role Preference	Not High School Graduate	High School Graduate	Post High School Training	College Graduate
Very High	5 (21.7)	22 (41.5)	18 (24.7)	22 (26.1)
High	9 (39.1)	17 (32.1)	22 (30.1)	7 (15.2)
Moderate	7 (30.4)	8 (15.1)	18 (24.7)	12 (26.1)
Low	2 (8.7)	6 (11.3)	15 (20.5)	15 (32.6)
Totals	57 (100.0)	55 (100.0)	45 (100.0)	38 (100.0)

$$\chi^2 = 17.51288$$

$$d.f. = 9$$

$$p = 0.05$$

to measure the extent to which respondents participated in community organizations. The participation index represented the sum of the total number of:

1. Organizations in which the respondent was a member the past year.
2. Organizations in which the respondent attended meetings in the past year.
3. Offices previously or currently held in those organizations.

For purposes of testing, it was hypothesized:

Null Hypothesis 4. In response to the scale, "Organizational Participation," no significant differences will occur by sex, age, education, rural-urban residence, or membership in instrumental or expressive voluntary service organizations.

Significant differences in the extent to which persons of varying levels of participation in community organizations agreed or disagreed were found to exist by age (Table 26).

TABLE 26

PARTICIPATION IN COMMUNITY ORGANIZATIONS BY AGE

Organizational Participation	Age			
	20-34	35-49	50-64	65 or over
Very High	1 (3.2)	6 (9.2)	5 (7.8)	6 (17.1)
High	3 (9.7)	21 (32.3)	19 (29.7)	9 (25.7)
Moderate	9 (29.0)	22 (33.8)	21 (32.8)	10 (28.6)
Low	18 (58.1)	16 (24.6)	19 (29.7)	10 (28.6)
Totals	31 (100.0)	65 (100.0)	64 (100.0)	35 (100.0)

$$\chi^2 = 16.22499$$

$$d.f. = 9$$

$$p \geq 0.05$$

When compared by age, approximately half of the respondents who scored moderate to very high on the Organizational Participation Index were between the ages of 35-64.

#### Attitudes of Instrumental and Expressive Oriented Leaders

Another question this study concerned was: "How do instrumental leaders vary attitudinally from expressive leaders of their respective organizations?"

To answer this question, the respondents were divided into two groups based upon their responses to the instrumental-oriented perception questions and the expressive-oriented perception questions.<sup>107</sup> For comparison purposes, the respondents were classified as possessing low, moderate, high, or very high orientation to either an instrumental or expressive perspective.

Two null-hypotheses were formulated:

Null Hypothesis 5. In response to the items designated as "Instrumental-Oriented," there will be no significant differences by sex, age, education, rural-urban residence, or leadership in instrumental or expressive associations.

Null Hypothesis 6. In response to the items designated as "Expressive-Oriented," there will be no significant differences by sex, age, education, rural-urban residence, or leadership in instrumental or expressive associations.

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<sup>107</sup>See page 67 for list of questions and their designation as either instrumental or expressive-oriented.

For both hypotheses, no significant differences in the extent to which respondents agreed or disagreed to the instrumental and expressive oriented items were found.

#### Actual Role Performance

A final question this study researched was: "How does the actual role behavior of the leaders vary within their respective organizations?"

A Role Performance Index was developed, patterned after Rogers,<sup>108</sup> to assess the extent of the actual role behavior of the leaders. This index consisted of three items:

1. The proportion of regular meetings attended by the leader the past year.
2. The number of new members recruited by the leader during the past 24 months.
3. The number of new policies or programs initiated by the leader in his organization in the past two years.

The respondents were to answer these questions to the best of their knowledge with the first item (meetings attended) being in proportion to how frequent the organization actually met each year.

For comparison purposes, the responses were classified as follows:

1. Very High.
2. High.

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<sup>108</sup>Rogers, op. cit.



3. Moderate.

4. Low.

It was hypothesized:

Null Hypothesis 7. In response to the actual Role Performance Index, no significant differences will occur by sex, age, education, rural-urban residence, or membership in strummental or expressive organizations.

Significant differences in the level of actual role performance were found to exist by sex (Table 27).

TABLE 27

ACTUAL ROLE PERFORMANCE OF LEADERS OF ORGANIZATIONS  
BY SEX

Actual Role Performance	Sex	
	Male	Female
Very High	18 (25.0)	39 (31.7)
High	22 (30.6)	33 (26.8)
Moderate	18 (25.0)	27 (22.0)
Low	14 (19.4)	24 (19.5)
Totals	72 (100.0)	123 (100.0)

$$\chi^2 = 1.0559$$

$$d.f. = 3$$

$$p = 0.05$$

As indicated by Table 27, females score quite low in attractedness (actual role behavior), whereas the males increase in percentage as the higher scores are attained.

#### Correlates of Leadership Attractedness to Voluntary Service Organizations

A final objective of this study was to determine the extent to which a selected set of independent variables help explain significantly the variation in the extent of attractedness among leaders to voluntary service organizations.

Independent and dependent variables. As specified in Chapter IV, six variables were presumed to help explain variant attractedness in voluntary service organizations. They were:

- $X_1$ . Socioeconomic Status.
- $X_2$ . Collective orientation.
- $X_3$ . Perceived parallelism of goals and functions.
- $X_4$ . Instrumental-expressive dimension of the leader's group.
- $X_5$ . Organizational participation.
- $X_6$ . Role expectation of the leader for group members.

The dependent variable was the same as specified in Chapter IV; namely, the actual role performance of the leader in the volunteer service organizations where he held office.

Null Hypothesis. It was hypothesized: The set independent variables will not help explain the observed variation in the dependent variable ( $Y_1$ ), when the variables are defined as specified.

### Statistical Findings

Table 28 reports the statistical findings. At the 0.05 level of significance, variables  $X_4$  and  $X_5$  were found to contribute to the explanation of the observed variation in the extent of actual role performance in voluntary service organizations.

TABLE 28

SUM OF SQUARES AND PROPORTION OF VARIANCE ACCOUNTED  
FOR BY THE SIGNIFICANT INDEPENDENT VARIABLES  
AS ENTERED INTO THE EQUATION

Inde- pendent Variables	Sum of Squares Accounted For	Proportion of Variation Explained	Cumulative Proportion of Variance Explained	Regression Coefficient for the Significant Variables	Y Intercept
$X_4$ Instru- mental or Expressive Group Membership	1972.73537	0.0854	0.0854	-0.2780	13.5675
$X_5$ Organi- zational Partici- pation	2466.68865	0.0214	0.1068	0.1243	

Stated descriptively, leaders of voluntary service organizations in Fall River and Meade counties with high rates of attractedness were:

1. Leaders of instrumental voluntary service organizations.
2. Leaders who participated more in community organizations.

## CHAPTER VI

### SUMMARY, CONCLUSIONS, IMPLICATIONS, AND RECOMMENDATIONS

The purpose of this chapter is to:

1. Summarize the research problem, objectives, and design.
2. Summarize major findings and conclusions related to the three objectives of the study.
3. Discuss implications derived from the research findings and conclusions.
4. Discuss limitations of the study and recommendations for further research.

#### Summary

Voluntary service organizations have served a much needed and important function in the social lives of our society. In addition to serving the society, they have also met the needs of individual members and leaders for affiliation, personal interests, and affectual support for the individual. Because of the widespread nature of this phenomenon, sociological and social psychological research has increased in importance. This study represents part of a research project designed to study attitudes and participation patterns regarding leaders of voluntary service organizations in two rural counties of South Dakota.

The purposes of this study were to determine whether a leader's behavior and perceptions of his organization are related to his attractedness towards that organization; and, to explore the relative contribution of specified variables as predictors of attractedness. The primary concern was to identify the correlates of attractedness of leaders in voluntary service organizations in two rural South Dakota counties. A secondary consideration was the identification of the various kinds of voluntary service organizations in Fall River and Meade counties of South Dakota and determination of their functions.

A review of the literature yielded several concepts similar to attractedness. "Loyalty" is one of these concepts that has been used in studying willingness to remain in voluntary associations. It was determined, however, that the differences between attractedness and loyalty argued for the use of attractedness rather than loyalty. Some of these differences were:

1. The presence of a somewhat integrated body of research and theory dealing with attractedness and the relative absence of similar research and theory for the concept "loyalty."
2. A lack of agreement among researchers who use the concept "loyalty" as to its basic elements.
3. The fact that the traditional meaning of loyalty among laymen includes to a greater extent the element of emotion than does the term attractedness.

In stating that there is a lack of agreement as to the basic elements of loyalty among researchers who deal with the concept of

"loyalty," it is not to suggest that the same is not true for those who deal with attractedness. What is meant is that there seems to be more agreement and theoretical precision among researchers who use the concepts, "cohesiveness" and "attractedness," than is the case among those who use "loyalty."

Secondly, when suggesting that there is an integrated body of research and theory dealing with attraction, it is not to imply that there are established models for its prediction. Previous research on this subject has centered mainly around attempts to identify whether or not a particular relationship exists. It has not involved attempts to determine which factors are the "most important" in accounting for attractedness.

The meaning of attractedness in voluntary associations is not clear in the literature; therefore, the implication of this type of structural arrangement for the meaning and measurement of attractedness was considered. Attractedness is defined as "the resultant of forces acting on each individual to remain in the group," and is conceptualized as including the elements of "affect for the group" and "motivation to perform one's role." Nearly all writings and research concerned with voluntary service organizations and attractedness employed approaches that can be subsumed under one or more of the following categories:

1. Socioeconomic status.
2. Social situational factors.
3. Prior experience or socialization.

4. Demographic variables.

5. Attitudinal variables.

The theoretical framework of this study utilized a more general conceptual model. It was held that men are more likely to perform an activity, the more valuable they perceive the reward of that activity to be. Further, that men are more likely to perform an activity the more successful they perceive the activity to be in getting that reward. In reference to this research, an individual's desire to participate is a function of the benefits (rewards) provided by the organization (as valued by the individual), the contributions (costs) exacted by the organization (as valued by the individual), and the alternatives the individual sees available for obtaining those rewards. Consequently, it was hypothesized that participation and attractedness in voluntary service organizations is a function of:

1. Age.
2. Sex.
3. Residence.
4. Socioeconomic status (as measured by formal education.
5. Participation in community organizations.
6. Attitudes towards collectivities as viable change-agents.
7. Attitudes towards own organization as meeting personal needs.
8. Leadership in Instrumental or Expressive organizations.

9. Attitudes towards ideal role performance in voluntary organizations.

The sample of the top two of three officers of voluntary service organizations in Fall River and Meade counties was drawn and the interviews were conducted. The unit of analysis is the respective leaders of the voluntary service organizations.

Findings of the study were reported in three sections. The first section was a descriptive examination of the various voluntary service organizations in Fall River and Meade counties of South Dakota and their functions. The second part examined the association of socio-demographic and socialization factors with participation and attractiveness of leaders to voluntary service organizations. The results were crosstabulated and analyzed using nonparametric statistical tests of association. The third part consisted of an analysis of socio-demographic, socialization, and attitudinal variables with a behavioral measure of attractiveness to voluntary service organizations, using a stepwise multiple regression procedure. The specified level of significance was 0.05.

The descriptive findings relative to the identification and types of voluntary service organizations in Fall River and Meade counties were reported in Chapter V. The statistical findings relative to those correlates helping to explain the variance in attractiveness among the leaders of the voluntary organizations were also reported in Chapter V.



### Major Findings and Conclusions

Continuous motivation to be involved in an organization, either in the form of attitudinal commitment or willingness to participate, cannot be taken for granted among members of voluntary associations. The member-to-organization relationship is dynamic in the sense that prior occupational and familial commitments tend to act on members to withdraw from membership. Although this is not always the case, e.g., fraternities, sororities, and religious organizations may hold members because of occupational and familial commitments, the exceptions appear to be rather limited when viewed within the entire range of voluntary associations. These constraints of job and family plus the costs of belonging to a particular group tend to be compared with the benefits or rewards, in whatever form they occur, a person receives as a consequence of his membership. All of these factors become part of the information one uses when deciding whether or not to continue his membership in a particular group.

Attractedness in voluntary associations is a particularly crucial element since it has long-term as well as short-term implications for the operation of an organization. In the long run, the absence of a stable membership may "cause" the leaders' attention to be channeled in the direction of building and maintaining the group rather than focusing on the more explicit goals for which the group was originally organized to achieve.

In a very general sense, the findings of this study substantiate previous research in both small group and formal organization

literature. The results indicate that individuals who perceive that they have been rewarded as a consequence of their affiliation with the organization are more likely to be attracted to the group.

The major findings and conclusions relative to the three objectives of the study were:

1. Although the findings indicate a wide-range of voluntary service organizations in Fall River and Meade counties, and in some sub-nations in a minority of instances they appear viable, there is no consistent pattern regarding the attributes of the individuals most likely categorically to participate and remain as active leaders of the organizations studied.

2. Participation in the various voluntary service organizations selected for study depends partly on the characteristics and functions of the organizations themselves. For example, instrumental associations appear to attract mostly 30 to 40 year old males with at least a high school education. However, the females tended to associate more with the expressive organizations, which would tend to support traditional research on rural voluntary associations.

In assessing further the instrumental organizations and their leaders, it was discovered that those individuals who participate in more than one community organization at the same time score higher on the behavioral measure of attractedness. One might conclude that in the rural areas such as Fall River and Meade counties, greater involvement in community organizations leads to greater activity and attractedness to the voluntary service organizations which are

perceived as promoting or resisting change in a community. This conclusion appears to support existing literature on urban voluntary associations as previously outlined.

Collective organizations were perceived as viable means of promoting or resisting change by both instrumental and expressive leaders; however, those leaders from instrumental associations with more formal education are more likely to be strongest in their support of collectivities. In addition, females who join the expressive groups are more likely to feel that the groups are not meeting their individual needs. On the other hand, males who participate actively in instrumental-oriented groups are more likely to do so because they feel they will receive satisfactory rewards from the group. The instrumental association leaders will perceive the organization as fulfilling its function and thus meeting their own personal needs for accomplishment and attainment of goals and objectives.

Bringing about change or resisting change through an instrumentally-oriented collectivity requires a much greater commitment in terms of time and effort as well as an understanding of the dynamics of service organizations. Thus it is not surprising to find that leaders with a higher level of formal education from the instrumental groups felt very strongly about the 'ideal role behavior' expected of members. The individuals participating in instrumental service organizations are more likely to be more educated than those of the expressive oriented organizations. In addition, males are more likely to score

higher on the behavioral measure of the attractedness scale than females.

These differences support the idea that the extent of participation and attractedness in certain types of voluntary service organizations in Fall River and Meade counties is a function of more than one factor. On the one hand, the nature of the particular organization and the functions it purportedly performs is a contributing factor to an individual's willingness to remain and participate in its activities. On the other hand, the socialization factors of the individual are extremely important in influencing the individual to remain. The individual who perceives that the organization will provide some rewards (instrumental or expressive) proportionate to the costs (in terms of role behavior) is more likely to be predisposed to collectivities as meeting personal needs and thus more likely to actively participate.

3. Based on the data from the leaders of Fall River and Meade counties voluntary service organizations, it appears as if the major focus for the study of attractedness in voluntary service organizations is found in the interaction, or bond, between the individual and the group, as opposed to many of the traditional perspectives involving structural properties or individual-to-individual influences. This conclusion would tend to support some posited theories and perspectives outlined previously in this report and some generalizations can thus be made regarding South Dakotans and participation in voluntary associations.

Leadership of instrumental voluntary associations and greater participation in community organizations were the two variables that contributed significantly to the variance in actual role behavior of the leaders surveyed. Formal education did not contribute significantly to the explanation of variance. It might be concluded that in the rural areas, lack of a great deal of formal education is not as important in being attracted to service organizations, whether they are instrumental or expressive. Nor did attitudes towards collectivities as viable change agents, perception of one's own organization as meeting personal needs, and a high regard for active role performance contribute significantly to the explanation of the variance. Other research<sup>109</sup> has suggested these variables to be significant, but in rural areas factors in the social environment may make these less definitive due to the small population bases in relation to the number of associations.

4. Socialization, socio-demographic, and attitudinal variables are related to participation and attractedness in the voluntary service organizations studied. The findings support, indirectly, the theoretical framework.

#### Implications

The findings and conclusions pertinent to this study are seen by this researcher as having the following implications for policy formation and practical application:

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<sup>109</sup>Rogers, op. cit.

1. This study found an extremely large number of voluntary service organizations existing in two very rural counties of South Dakota. This would seem to indicate a willingness and a desire of the inhabitants of these areas to get involved and to devote time, energy, and money to group affiliation and group tasks. In addition to this pervasive 'joiner phenomenon,' there was also a distinct pattern of overlapping memberships and leadership in the various organizations. In light of this, programs aimed at greater interorganizational relations would seem to be fruitful areas for the development and welfare of the respective communities.

2. A large percentage of the organizations were 'all-female' organizations (48 percent), with almost one-third of the women in the homemaker/housewife category. Yet this group showed a distinct expressive orientation to organizational functions. Without changing the direction of these groups and the women's expressive needs, avenues should be explored by which their considerable talents and skills could be channeled and combined into more community-development oriented activities.

3. The data showed that the very young, the very old, and the single person were under represented in the leadership roles of the various voluntary service organizations of the specified counties. These individuals have much to offer in the way of commitment, ambition, and industriousness and should be encouraged to take greater roles of importance and influence in their respective organizations. Programs aimed at recruitment of these individuals should be

implemented in order that their talents and skills not be ignored. At the most basic level, evaluation of the needs and opinions of these individuals should be assessed to ascertain why they do not participate at the same rate as the rest of the population in the various voluntary service organizations.

4. There appears to be a high level of community involvement in voluntary service organizations in both counties surveyed. This vast human resource should not be overlooked in terms of community development. Programs aimed at encouraging voluntary service organizations to get involved in community development projects should be devised regardless of the expressive or instrumental orientation of the groups. The data seemed to indicate that even the clubs designed to function mainly as expressive social clubs were in fact greatly interested in seeing objectives accomplished and goals attained. This resource can be invaluable to the community as well as the state as a whole.

5. With the vast amount of participation of individuals in community organizations so apparent in these two counties, this could mean economic savings to the communities if their energies and talents are correctly channeled and utilized. When combined with the concepts of community pride, identification, and esteem these organizations can contribute significantly to the development and welfare of their respective communities. For example, those most likely to participate actively in voluntary service organizations were more highly educated, came from towns of over 2,500, and were actively involved in several community organizations. With this level of individual and

group commitment already present, programs could be designed to take advantage of these considerable talents and utilize them in ways which would bring about the most efficient positive changes in their respective communities. Similar programs could be developed to aim at those groups who represent other demographic categories and interests, yet allowing them to retain their own unique identification and functions.

6. From a theoretical standpoint, this study has shown the inappropriateness of examining structural and/or peer group relationships separately in attempting to determine the various correlates of group attractiveness. Analysis of the findings and conclusions indicate a definite need to refocus our research attention to the interaction of the various social and psychological properties which operate in a voluntary association in order to maximize the potential of each individual member.

#### Limitations

The limitations of this study were:

1. The proportion of non-whites in the sample was smaller than for the population. Consequently, the conclusions based on the findings would have little or no bearing on the patterns of variant voluntary service organization participation in these two counties and should be interpreted with this qualification in mind. In addition, the under representation of single people in this sample should be recognized and interpreted as a limitation of the study.



2. Attitudes measured in this study only concerned the leaders of the various voluntary service organizations. Although there is a considerable body of thought which minimizes the differences between rural leaders and rural members, a sub-sample of another sample from the membership population at large would be a more comprehensive indicator of attractedness in rural voluntary service organizations.

3. The scales and indexes utilized in this study do not provide as precise a measure as needed for a study of this nature. More refined scales and indexes should be employed to ascertain the complex 'cost-reward' relationship between the individual and his group. In addition, other correlates and factors should be included such as measuring the individual's perception of his own role performance in the organization, his contribution to its success or failure, and what the individual perceives the 'cost-reward' relationship to be.

4. Of the two measures of attractedness utilized (i.e., ideal role preference and actual role performance), the affective measure usually has the highest degree of favorable sentiments. It seems reasonable, based on what is known about attitudes and actual behavior, that it will be easier to predict attitudes than to predict behavior. If this is the case, the differences between the two measures of attractedness in this study may be more a function of the differences between the ability to predict attitudes and behavior, than they are a function of differences in conceptual meaning.

### Recommendations for Further Research

Based upon the results of this research, this investigator suggests the following for research consideration:

1. Given a more comprehensive investigation of the history and development of the various voluntary service organizations surveyed, what is the relationship between selected rewards and selected costs involved in participation in the group?
2. How does the magnitude and the direction of each cost-reward relationship in the group affect the individual's variant participation in the group activities, and what are the interrelationships among the several costs as well as among the several rewards?
3. Given a more comprehensive understanding of the voluntary service organizations involved, what are the interorganizational relationships, if any, between groups in the various communities, counties, and within the state?
4. How do the correlates of attractedness in instrumental and expressive voluntary service organizations in two rural counties vary when compared with instrumental and expressive voluntary service organizations in more urban areas of South Dakota?

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